



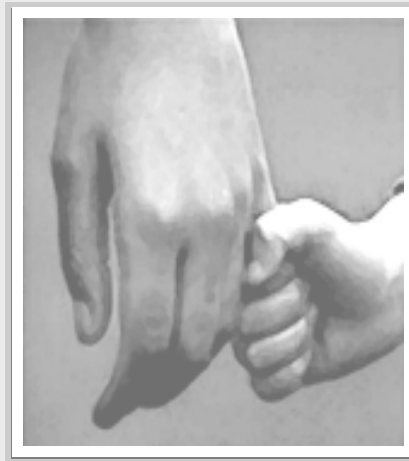
Tennessee Department  
of Children's Services

2000-2001  
Annual Report

Building Tennessee's Future,  
One Child at a Time

# Tennessee Department of Children's Services

## 2000-2001 Annual Report



### Building Tennessee's Future, One Child at a Time

Department of Children's Services  
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Don Sundquist, Governor

George W. Hattaway, Commissioner

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Introduction

Mission, Vision and Goals

Overview of Children Served

Organizational Structure

Overview



Children, due to their age and status, have limited knowledge, abilities, and resources. They are vulnerable to a myriad of conditions and circumstances that jeopardize their safety and well-being. Children are dependent on their parents for protection from these vulnerabilities. Communities strive to supplement and increase the ability of parents to manage their children's vulnerabilities through an array of services and resources specifically designed for children, such as schools, church programs, health services, and many others. When parents, in collaboration with available resources, are unable or unwilling to meet their children's needs, it becomes the responsibility of the community's child welfare system to serve as a safety net, providing the needed protection and enabling the children's success.

The Tennessee Department of Children's Services (DCS), as authorized by T.C.A. § 37-5-102, serves as the state's "front line" for providing protection and the chance for success to at-risk children. DCS has the responsibility for protecting children from abuse and neglect, providing temporary care for children who cannot safely remain in their own homes, providing permanent homes for those children who are legally free for adoption, and rehabilitating delinquent youth through residential treatment and community-based programs. DCS also provides supportive services to help strengthen families so that they are able to safely care for their children at home, prevention services for unruly youth and their families, as well as probation and aftercare services for juvenile offenders.

DCS was created in July 1996 by consolidating children's services programs from six separate departments. Since that time, the department has been committed to improving the system and outcomes for the children and families served by DCS. The Department of Children's

## Introduction

Services 2001-2003 Strategic Plan, which is summarized on page 47, outlines the department's thoughtful approach to addressing the complex and critical societal problems of child abuse, child neglect and juvenile delinquency. During fiscal year 2000-2001, the department implemented the second year of a three-year reform plan developed in partnership with the Child Welfare League of America (CWLA). DCS also entered into a settlement agreement (Brian A. et al. v. Don Sunquist, et al.) which builds on those objectives of the CWLA reform plan that pertain to custodial children who have been adjudicated dependent/neglected or unruly.

In this report, the child welfare services (and services that pertain to all DCS children) are organized according to the three broad federal goals of safety, permanency, and child and family well-being. Services designed for delinquent youth are included in the juvenile justice section. Those administrative functions that are critical to the attainment of good outcomes for children and families are highlighted in the systemic support section of this report. The accomplishments of each program are detailed in the appropriate section, highlights of which include:

- Decrease in case manager caseloads to an average of 20 per case manager position, as compared to 23.4 in FY99-00.
- Development of Tennessee's first statewide foster parent recruitment and retention plan, in conjunction with private agency representatives and with foster parents.
- Restructuring the board rate system for foster care to meet the USDA urban south standard for raising children.
- Initiation of Relative Caregiver Program services to 176 caregivers and 342 children in three pilot regions.

- Finalization of adoptions for 646 children as compared to 431 in FY99-00.
- Increase in the percent of eligible children receiving EPSDT health screenings to 92% as of June 30, 2001, an improvement over the 74% receiving screenings the previous year.
- Increase in the percent of eligible children receiving EPSDT dental screenings to 84% as of June 30, 2001, an improvement over the 66% the previous year.
- Maintaining accreditation through the American Correctional Association for all DCS Community Residential Programs. Five programs were reaccredited with an average compliance rating of 99.9%.
- Completion of the statewide rollout of TN KIDS (Tennessee Kids Information Delivery System), a computer-based case management tool that tracks children served by the department, in December 2000.



## DCS MISSION

The Department of Children's Services, in cooperation with families, local communities, juvenile courts, and schools will provide timely, appropriate, and cost-effective services for children in state custody and at risk of custody, so these children can strive to reach their full potential as productive, competent, and healthy adults.



## DCS VISION

Tennessee will be a place where all children and families can grow in nurturing communities, in safety, in good health, and with hope for the future.

## DCS GOALS

1. Provide appropriate care for children and youth in state custody close to home and return them to their families or provide for permanency in a timely manner
2. Work with communities to provide prevention and intervention services to protect children, strengthen families and supervise youthful offenders
3. Increase community involvement, local decision-making and accountability for funding and services
4. Create an effective management and delivery system to ensure services are provided in a timely and cost-effective manner



## Overview of Children Served

The Tennessee Department of Children Services touches the lives of tens of thousands of vulnerable children across the state. Services to these children range from investigating allegations of abuse or neglect to placing for adoption children who are in need of permanent families. During fiscal year 2000-2001, concerned community members made 63,379 referrals to DCS Child Protective Services. The department cared for approximately 17,900 children in out-of-home placements during FY00-01. In-home services were provided to 9,117 children through Family Crisis Intervention and for 4,232 children through Probation and Aftercare Services.

As illustrated in Figure 1, the number of children in DCS custody on the last day of the fiscal year has slowly declined over the past seven years. There is a 5.4% decrease between the high of 11,386 in FY95-96 and the low of 10,769 at the end of FY00-01. The number of children entering and exiting custody fluctuates monthly, as shown in Figure 2. During FY00-01, the largest number of entries into custody occurred during May and the largest number of exits from custody during June. The average length of stay of children/youth who exited custody during FY00-01 varies by adjudication type. (See Figure 3.) Children adjudicated dependent/neglected had a median length of stay of 16.6 months, compared to 10.2 months for children adjudicated unruly and 8.6 months for youths adjudicated delinquent. Additional descriptive information on the children in custody during FY00-01 is provided on pages 16-17, as well as county-specific information in provided in Department Statistics beginning on page 39.

**63,379**

Referrals of abuse and neglect received.

**6,825**

Children entering custody.

**359**

Children freed for adoption through termination of parental rights.

**674**

Children placed in adoptive homes.

**36,691**

Referrals of abuse and neglect investigated.

**6,913**

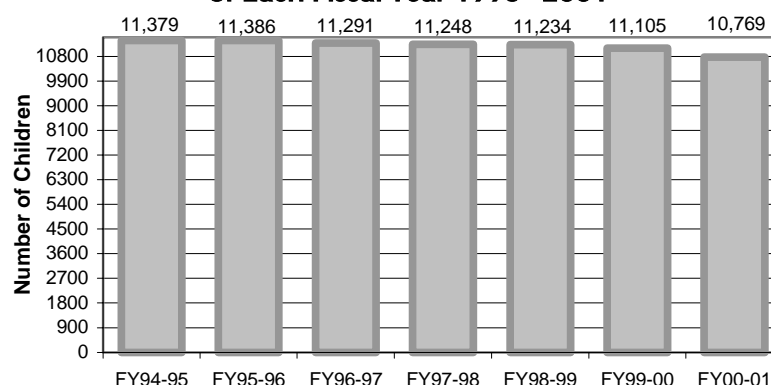
Children exiting custody.

**646**

Children experiencing adoption finalizations.

Figure 1

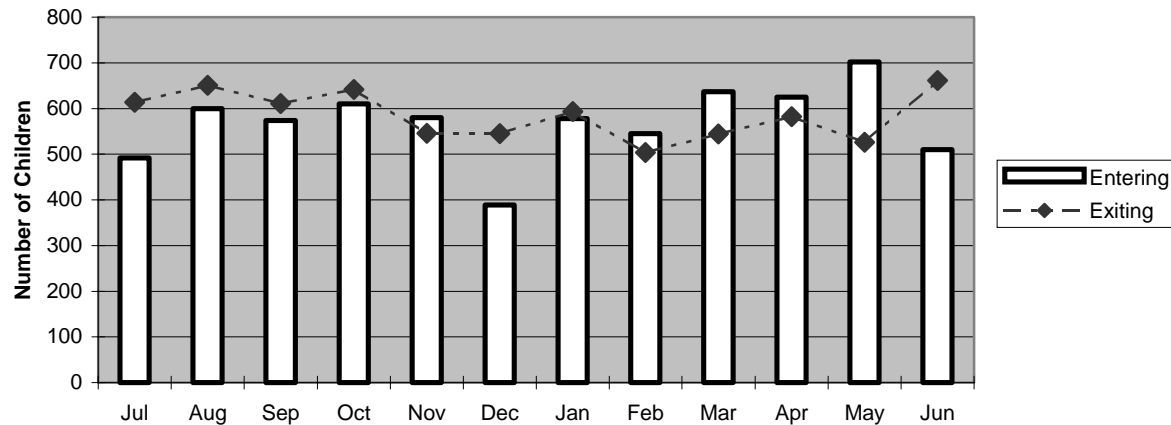
### Children in DCS Custody on the Last Day of Each Fiscal Year 1995 - 2001



# Overview of Children Served

Figure 2

**Children Entering and Exiting Custody by Month  
Fiscal Year 2000-2001**



**9,117**

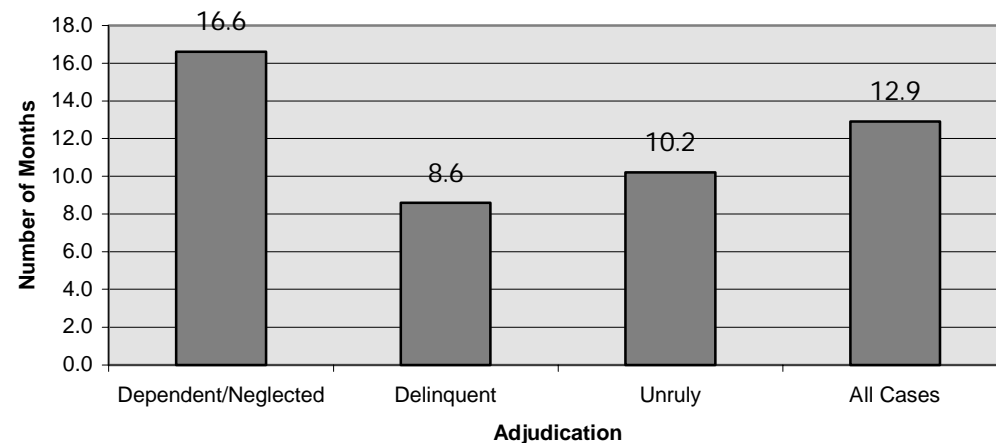
Children diverted from custody through Family Crisis Intervention Services.

**4,232**

Children served in their communities through Probation and Aftercare Services.

Figure 3

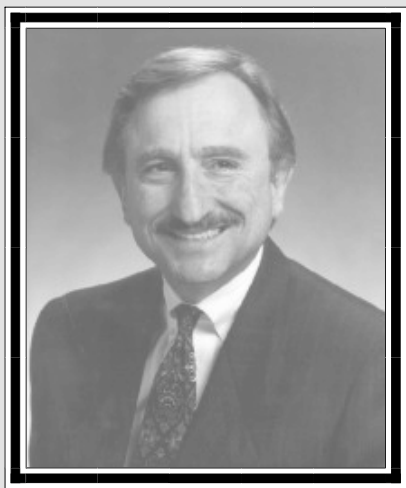
**Length of Stay by Adjudication of Those Children Who Exited Custody Fiscal Year 2000-2001**



## Organizational Structure

DCS services are provided by 3,500 employees across 12 regions (map of regions shown on page 8). A regional administrator manages program operations, fiscal matters and staff in each of the regional offices and in any satellite office the region may have. Additionally, the department contracts with 12 Community Service Agencies (CSA). Each CSA is administered by an executive director who is hired by a regional board of directors. The DCS regional offices work hand-in-hand with the corresponding CSA to provide direct services to children, youth and their families.

Administrative oversight and support of the department is provided from the central office in Nashville by three large divisions: Program Operations, Departmental Treatment Facilities, and Fiscal and Administration. Program Operations is headed by the Deputy Commissioner and three Assistant Commissioners. Each of the other two large divisions is headed by an Assistant Commissioner. The General Counsel's office and fourteen smaller divisions support the administrative functions of the departments as illustrated by the organizational chart on page 7.



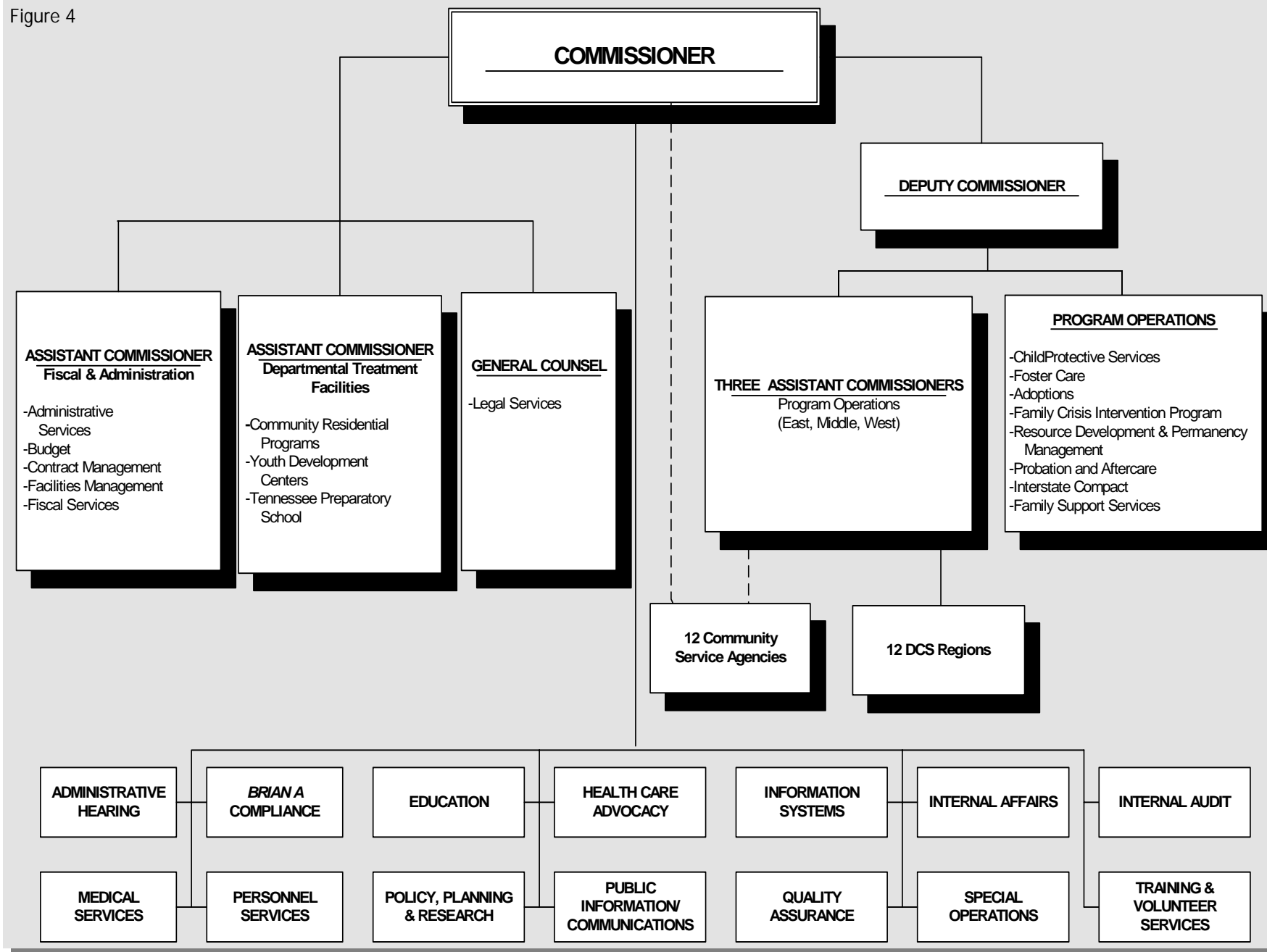
Commissioner George W. Hattaway



Deputy Commissioner Bo Irvin

# DCS Organizational Chart

Figure 4



# Overview

A map of Tennessee showing its 95 counties, grouped into 10 regions. The regions are labeled with arrows pointing to their respective areas:

- Northwest Region:** Includes Lake, Obion, Weakley, Henry, Dyer, Gibson, Carroll, Benton, Lauderdale, Crockett, Haywood, Madison, Henderson, Decatur, Tipton, Fayette, Hardeman, McNairy, Hardin, Wayne, Lawrence, and Shelby.
- Mid-Cumberland Region:** Includes Stewart, Montgomery, Robertson, Sumner, Macon, Clay, Pickett, Fentress, Scott, Campbell, Claiborne, Hancock, Hawkins, Sullivan, Johnson, Washington, Carter, and Union.
- Davidson County Region:** Includes Davidson.
- Upper Cumberland Region:** Includes Macon, Clay, Pickett, Fentress, Scott, Campbell, Claiborne, Hancock, Hawkins, Sullivan, Johnson, Washington, Carter, and Union.
- Knox County Region:** Includes Knox.
- Northeast Tennessee Region:** Includes Sullivan, Johnson, Washington, Carter, and Union.
- Shelby County Region:** Includes Shelby.
- Southwest Region:** Includes Hardeman, McNairy, Hardin, Wayne, Lawrence, and Shelby.
- South Central Region:** Includes Lawrence, Giles, Lincoln, Franklin, Marion, Grundy, Coffee, Bedford, Marshall, Maury, Hickman, Perry, Decatur, Chester, and Madison.
- Southeast Region:** Includes Marion, Grundy, Coffee, Bedford, Marshall, Maury, Hickman, Perry, Decatur, Chester, and Madison.
- Hamilton County Region:** Includes Hamilton.
- East Tennessee Region:** Includes Blount, Sevier, Cocke, Jefferson, Grainger, Hamblin, Greene, and Union.

Child Protective Services

Family Support Services

Child Abuse Prevention Grants

Social Services Block Grant



Safety



## Child Protective Services

The Child Protective Services (CPS) division of the Department of Children's Services strives to protect children whose lives or health are seriously jeopardized because of abusive acts or negligence. DCS responded to 36,691 reports of child abuse and neglect during FY00-01. In order to provide child protective services, the department practices risk-oriented case management which includes: investigating referrals of child abuse and neglect; identifying the risk factors that contributed to the abuse or neglect; linking families to appropriate resources to reduce risks; evaluating the success of the intervention; and continuing services or closing the case, as is appropriate for the child and family.

During FY00-01, the CPS policies were revised to reflect changes in legislation and practice. The newly revised policies serve as a reference that:

- defines the role and functions of CPS staff
- details definitions for allegations of abuse or neglect and a minimal set of investigative activities for each allegation
- provides information designed to improve and enhance the investigative and decision-making skills of CPS staff
- provides the framework to promote and evaluate statewide consistency in investigative performance and decision-making.

A CPS program specialist position was added

during FY00-01 to facilitate improvement of Child Protective Investigation Team (CPIT) functioning across the state, including teams that are served by Child Advocacy Centers. During this fiscal year, the focus has been on protocol development and identification of barriers to effective coordination of investigative activities among agencies.

As of April 2000, DCS staff provides an appeal process by way of a case file review to any individual who has been classified as an indicated perpetrator of child abuse or neglect and who disagrees with the indicated classification. A report for the Commissioner's CPS Case File Review was produced for the first time this fiscal year. There have been 693 requests for a Commissioner's CPS Case File Review by individuals during this fiscal year. At this time, the percentage of upheld cases has greatly improved over the previous year, beginning at 47% and currently at 64% (data from July 2000-May 2001). The report statistics are used in identifying training needs for a region, county or particular case manager. DCS has implemented an assessment tool for cases being reviewed through the Commissioner's CPS Case File Review and the CPS Due Process procedure. This assessment tool evaluates adherence to policy and the qualitative aspects of cases. The data will provide additional information for enhancing performance.



## Accomplishments

- The three Tennessee Citizens Review Panels, which were established by an act of Congress to evaluate states' CPS systems, produced their first annual report. They met a total of 22 times and were involved in a variety of activities to evaluate the CPS system on local and statewide levels. They made recommendations for statewide changes through their representatives on the Children's Justice Task Force (a multi-disciplinary task force designed to review state statutes, policies and procedures related to child abuse, neglect, and maltreatment fatalities).
- The first annual CPIT report was produced and submitted to the Tennessee General Assembly. This report provided a detailed analysis of data provided by 11 pilot sites where Child Advocacy Centers are part of the team. This data will assist in identifying trends in the nature of child abuse and child abuse perpetrators.
- In tandem with the University of Tennessee College of Social Work Office of Research and Public Service (SWORPS) and the Nashville Child Advocacy Center, the department provided a pilot training on legally defensible child interviewing. Plans are being made to conduct this training throughout the state.
- The Child Sexual Abuse State Plan was produced and provided to members of the Tennessee General Assembly, as well as to other individuals and agencies across the state.
- CPS staff remained actively involved in the Tennessee Child Fatality Review Team process that examines all deaths of resident children under the age of 18. CPS staff serve on the 34 local teams that represent the 31 judicial districts in Tennessee. This past year, the local Child Fatality Review Teams

supported legislation that led to the passage of a new state law requiring teens through the age of 17 to wear a seat belt regardless of where they are sitting in a car. The local teams were also instrumental in the development of legislation and the passage of a graduated driving law that places certain driving restrictions on teens under the age of 18 (effective July 2001). It is anticipated that these laws will reduce the number of Tennessee children who are seriously or fatally injured in vehicular crashes.

- Centralized Intake was approved by the 102<sup>nd</sup> General Assembly and the central office has begun the development process for this program. This will provide a more reliable, consistent method to receive reports of child abuse and neglect and achieve consistency in assignment of reports.
- The Sex Offender Treatment and Monitoring Board, which includes CPS representatives, held its fourth annual conference to provide specialized training on sex offender treatment to therapists, law enforcement and corrections personnel, and others.

- CPS developed new policies and revised some existing policies in order to achieve best practice in child protective services investigations. Staff in central office delivered training in the new policy across the state.
- The formalized Assist Team has been approved by the legislature and the central office has begun the development process for this program. This will provide a core group of trained professionals to partner with law enforcement on third-party cases. (Third-party cases are reports of child abuse or neglect that occur outside the family setting.)

**63,379**  
Referrals of abuse and neglect received.

**36,691**  
Reports assigned for investigation.



A CPS referral involving baby "Maria" alleged that her teenage mother was involved with a cult and was preparing to leave within the next 24 hours to travel 2,500 miles across country in order to participate in a mass suicide. Family members of Maria's mother and those of other cult members met with DCS staff to plan for the safety of the children involved. Maria, her mother, and two children from other families were located and safely returned home.

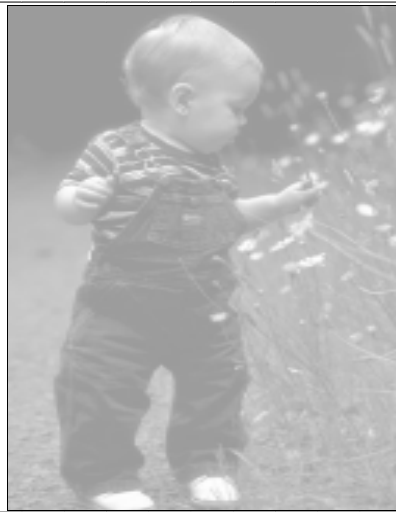
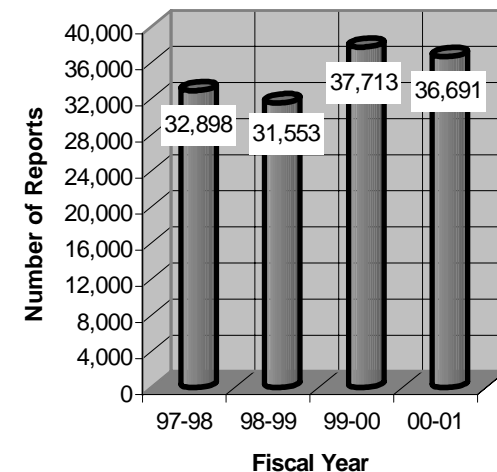


Figure 6

**Number of Reports Assigned for Investigation  
FY97-98 through FY00-01**



## Family Support Services

Family Support Services (FSS) provides community-based services to children who are at risk of entering state custody. The services include targeted case management (provided by the staff of the Community Services Agency), purchased services, and flexible funding. The goal of Family Support Services is to provide quality, accountable, focused services to keep children and communities safe while empowering families to remain together.

The program was first implemented in the six eastern regions of the state beginning July 1, 2000. The program is being implemented state-wide during fiscal year 2001-2002.

## Accomplishments

- The custodial population of the six regions in eastern Tennessee decreased by 9.2% from June 30, 2000 to June 30, 2001.



The Family Support Services team in the Upper Cumberland region became acquainted with "Lawrence" in October of 2000 when he was referred to their program for underage drinking, running away, and being disruptive. His family began receiving services but soon felt they were doing okay and discontinued the intervention. Later, an incident occurred with Lawrence that forced his family to request that he be placed in DCS custody. FSS stepped in and was able to arrange temporary respite services and prevented Lawrence from entering custody. He completed his GED, as well as entrance requirements for the U.S. Army, and reported for duty within a month. Although Lawrence and his parents were experiencing significant struggles, they were eventually able to reconcile their differences and express some of their feelings. During a supervised meeting, Lawrence's mother told him that their home was always open to him and that he could come home during military leave. Lawrence was able to tell his mother that he was sorry for the problems he had caused. It was the first time Lawrence had ever expressed any personal responsibility for his actions. It now appears that Lawrence and his family are on their way to building a meaningful relationship.

**2,337**  
Children received targeted case management services in east Tennessee regions.

**607**  
Children received both targeted case management and purchased services.

**2,160**  
Children benefited from purchase of services or tangible services.

## Child Abuse Prevention Grants

The marriage license tax created from the Family Violence Shelter and Shelter Services and Child Abuse Prevention Act of 1984 allows revenue generated from that tax to be used in the form of Child Abuse Prevention (CAP) grants awarded by DCS to outside agencies. CAP grants provide funding to programs that offer primary (educational) and secondary (counseling and parenting skills training) prevention services to the general community, as well as to high-risk populations. These programs include such services as providing child abuse and neglect information to the community, and early prevention services to first-time parents, teen parents, disabled parents, parents of disabled children, and parents who were abused as children. Primary prevention services are often geared toward children, and may include life skills classes, puppeteers and stage productions. Primary services may also include media campaigns. Secondary prevention services are typically home-based, and may include parent training, parent support groups, parent help hotlines, and counseling focused on empowering both parents and child(ren). In fiscal year 2000-2001, 42 programs were awarded CAP grants.

Fiscal year 2000-2001 saw an increase in program funding as revenue from the sale of special

vehicle license tags was channeled into the CAP grants. Other changes during the fiscal year included the addition of more regional representatives to the advisory committee for better representation statewide, and initiation of a peer review process initiated in order to comply with federal mandates.

## Accomplishments

- The Child Abuse Prevention Peer Review Committee conducted a peer agency review on more than one-third of CAP grant agencies.
- Child Abuse Prevention agencies sponsored public awareness activities specifically designed for Child Abuse Prevention Month.



One mother, "Brenda," had been referred to a CAP agency due to her medical condition. She was not able to keep a job due to excruciating back pain and the doctor was not having much success treating this condition. Brenda had stopped having contact with her family and church, and she isolated herself at home most of the time. As she was not able to provide proper supervision for her three sons, she rarely allowed them to go outside or do anything. After working with the CAP agency this family is well on their way to having a better quality of life. One son will graduate from high with a band scholarship and the other two sons are making good grades in school, and all are involved in church and school activities. The CAP agency counselor encouraged Brenda to see another doctor. The doctor did not cure the back problem but his treatment plan has made it possible for Brenda to resume normal activities such as becoming involved with her children, their schools, and even volunteering at the CAP agency. In Brenda's words, "My life was gone, but (the CAP agency) gave it back to me".

**9,726**  
**Children served through programs receiving CAP grants.**

**46 (or less than 1%)**  
**Children served by CAP programs were referred to DCS for a child protective services investigation.**

**100%**  
**CAP agencies reported increase in the parenting knowledge of their consumers on the pre- and post-test data that were collected.**

**98%**  
**Consumers surveyed from all CAP agencies reported satisfaction with the services they received.**

## Social Services Block Grant

The Social Security Act of 1935 mandated federal financial assistance to states for the delivery of social services. In 1981, federal financial assistance changed from an entitlement grant to a block grant. Social Services Block Grant (SSBG) funds are used by the Department of Children's Services to support services provided directly by DCS staff and to purchase services through grants and contracts with other public, private, or state agencies. SSBG grantee agencies are required to give service priority to protective service clients who are authorized by DCS staff. SSBG funds cannot be used to purchase counseling and other services that are medically necessary, medically prescribed or medically oriented and provided under the direction of a physician, as these are reimbursable under TennCare. A total of 7,535 children were served by SSBG funded programs during FY 2000-2001.

DCS purchases five types of services with SSBG funds:

- Protective services are provided for children under 18 years of age who have been or are in imminent danger of being abused, neglected or exploited and who require services to prevent this from occurring. Family members, legal guardians and/or others identified by and approved by DCS may be served on behalf of the child. Services may include evaluation, counseling, treatment, and supervised visitation.
- Homemaker services are supportive services provided by qualified persons whose role is to model effective home management skills. Services are designed to provide for protective supervision or household assistance to families with children in need of these services.
- Child development services are provided to

children under six years of age who are at risk of abuse or neglect, who are at risk of or have manifested developmental delays, or who have a verified handicap. These are services designed to foster physical, social, emotional and intellectual development through provision of comprehensive and preventive services. Also included in the target population are expectant mothers under the age of 18 who, along with their unborn child, are considered to be at risk for health, social, and emotional problems.

- Pregnancy and parenting services are preventive services designed to assist pregnant and parenting teens in improving their decision-making and parenting skills in order to increase their ability to provide a healthy environment for their child(ren).
- Child care services involve the care, education, supervision and guidance of a child on a regular basis for less than 24 hours per day. All child care providers must be regulated (licensed or approved by the appropriate agency). The Department of Children's Services purchases child day care services for custodial children placed in foster homes and for non-custodial children to prevent custody placements. DCS purchases these child care services through a network of providers administered by the Tennessee Department of Human Services. During fiscal year 2000-2001, an average of 670 custodial children and 420 non-custodial children were served each month.

## Accomplishments

- Outcome measures were applied for the protective and homemaker services categories. Of 1,633 children who had completed one year from the date the case was opened, 95% were not re-referred for abuse or neglect investigations and 98% remained with their families and consequently did not enter state custody.

**7,535**

**Children served through SSBG.**

**4,833**

**Families served through SSBG.**



"Derrick" was referred to SSBG child development services at age three by DCS due to developmental delays and behavior problems. He had experienced an extensive history of neglect and possible physical abuse. After an initial interview with his foster parents and the DCS case manager, and a review of records from physicians and area hospitals, it was also determined that Derrick was "at risk" due to prenatal exposure to alcohol and drugs, a family history of psychiatric/emotional disorders, chronic upper respiratory illnesses, and a family history of developmental delay and possible mental retardation. Developmentally, Derrick was delayed in a number of areas, including toilet training, eating with utensils, gross and fine motor skills, speech/language skills, and social interaction with peers and adults (demonstrated through tantrum behaviors, oppositional and non-compliant behaviors, and a lack of bonding with others).

As part of the child development services, a genetic evaluation was completed, and Derrick was referred to several appropriate specialists for evaluation, treatment and therapy. These services, along with supportive foster parents, and agency counseling and case management, allowed Derrick the opportunity to make excellent progress toward his treatment goals. He is now fully toilet trained and has made very significant strides in all developmental areas. His behavioral and emotional problems are greatly reduced. Derrick has bonded exceptionally well with his foster parents, who will seek to adopt Derrick if parental rights are terminated.

Foster Care

Kinship Care

Relative Caregivers

Adoption Services

Independent Living

Tennessee Preparatory School



The department operates under the premise that in most cases, given appropriate help and community resources, families can provide for their own children better than the state can. When families are unwilling or unable to meet their child's needs with the assistance of non-custodial services, the child may be removed from the parents' custody.

DCS provides assessment, permanency planning and appropriate placement for children committed to the custody of the state. The permanency planning process includes the family, caregivers, professionals, and others who may be involved with the child. A permanency plan, which must be approved by the juvenile court having jurisdiction over the case, is developed to establish concrete goals that must be met by the family and child in order for the child to be safely returned home. It also outlines the responsibilities of DCS in assisting the family and child in achieving their goals.

The child may be placed in a relative home, a family foster home, or in a contracted or DCS-operated group setting. If reunifying the child with the family from which he or she was removed is not possible in a timely manner, then DCS must work towards providing an alternative permanent home for the child through custody to a relative, adoption, or in some cases permanent foster care.

## Foster Care

Foster care is a temporary living arrangement for children in state custody who are unable to remain in their homes of origin for a variety of reasons. These reasons may include abuse, neglect, status offense charges, or delinquent charges. Foster care strives to support the efforts of the families caring for children in the state's custody while working to achieve permanency for each child in care. Foster parents are trained paraprofessionals partnering with DCS and private contractors to care for children.

The DCS Foster Care program serves children in the custody of the state of Tennessee in out-of-home placements other than Youth Development Centers and juvenile detention centers. The program is a multi-faceted support network that includes foster care, kinship foster care, relative care, and independent living programs, as well as auxiliary programs designed to support the efforts of foster care in Tennessee. On June 30, 2001, there were approximately 8,146 children in foster care in Tennessee. The majority of these children (5,420) were in community-based, family foster care placements.

Significant changes over the past year include: full implementation of the PATH (Parents as Tender Healers) pre-service training program for foster parents, an established structure and sup-

port for the Foster Parent Advocate Program (a partnership with the Tennessee Foster Care Association), significant policy revisions and development, a focus on recruitment and retention of foster parents, changes in the structure of case management services and caseload structure, changes in approaches to permanency for children, and improved financial support to foster parents caring for Tennessee's children. All of these changes represent great strides and effort on the part of the department, and the state as a whole, as there is a renewed focus on the care of Tennessee's most vulnerable children.

## Accomplishments

- Identified master PATH trainers for all regions of the state. Additionally, all major foster care contract providers adopted the PATH curriculum.
- The Foster Parent Advocate Program completed its first full year of service to foster parents and to the department. Each region of the state has committed to developing protocols for working with the advocates.
- Developed and revised policies to reference the best practice model.

Figure 7  
**Children in Custody by Gender and Adjudication as of June 30, 2001**

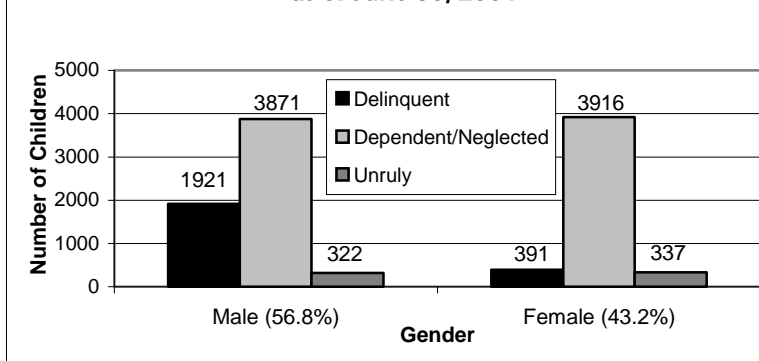
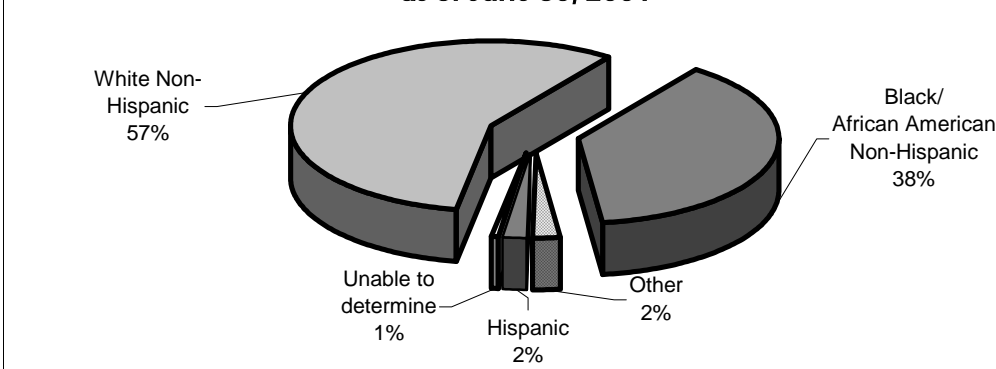
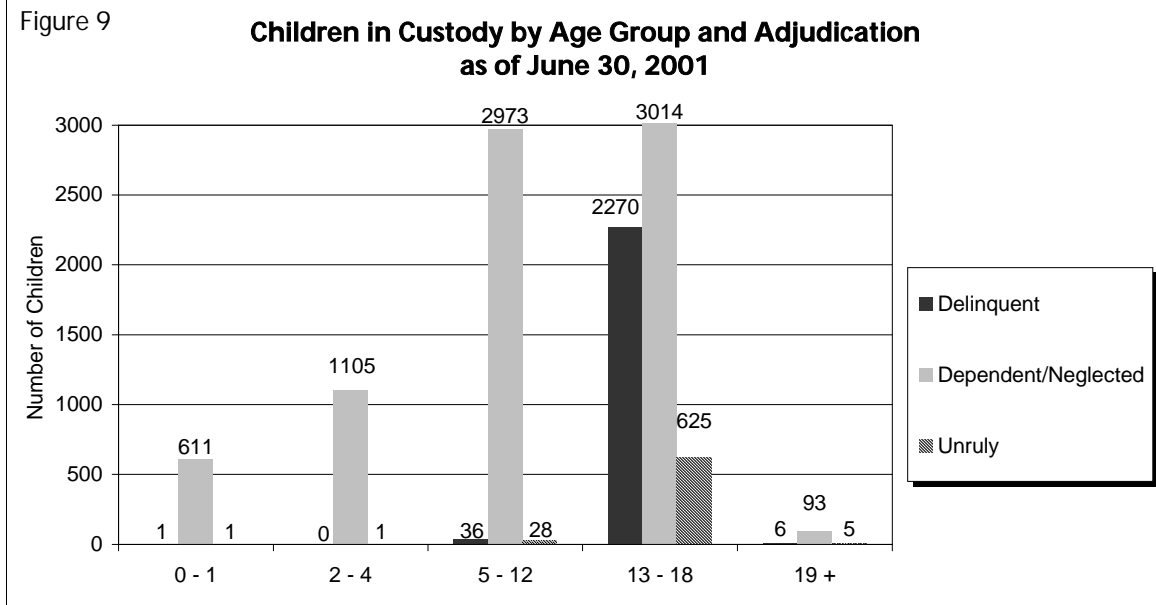


Figure 8  
**Children in Custody by Race/Ethnicity as of June 30, 2001**



- Developed Tennessee's first statewide foster parent recruitment and retention plan, in conjunction with private agency representatives and with foster parents. Each region has also developed plans which reference the statewide plan in scope.
- Case manager caseloads decreased to an average of 20 per case manager when fully staffed. This is a decrease from an average of 23.4 in FY99-00.
- Developed and implemented a new permanency planning protocol to hasten permanency for children. The new protocol includes family group conferencing, full disclosure, and concurrent planning.
- Restructured the board rate system for foster care to meet the USDA urban south standard for raising children.

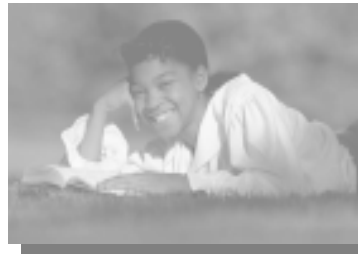


**8,577**

**Monthly average number of children in state foster care who were adjudicated dependent/neglected or unruly.**

**73%**

**Children in DCS custody were placed within their home region. (See page 8 for map of regions.)**



"Paul" is eighteen years old and has spent the last six years in foster care. He has remained in the same foster home since entering DCS custody and credits his foster mother for much of his success. Through her support, Paul has developed the foundation he needed to succeed in school and to pursue his goals. Paul is very committed to his education and has set a goal for himself to be the first person in his biological family to pursue a degree from a four-year college. He graduated high school with top honors while working not one, but two part-time jobs. Paul is currently enrolled in East Tennessee State University where he is pursuing a degree in computer science. Paul was one of three recipients of the annual college scholarship given by the Tennessee Foster Care Association and was recently featured in the "Fosterer" highlighting his accomplishments. Paul is a very caring and understanding person who has touched many lives. He has been an inspiration to other children in foster care and has been a positive role model to his younger bother, who now says he plans to attend college.

## Kinship Care

The Kinship Foster Care Program provides all of the same support to relative caregivers who are serving as foster parents to children in state custody as is provided to non-related foster parents. This support allows case management, referrals, respite care, child care, access to flexible funding, negotiated board rates based on special circumstances or needs of the children, and other services to be made available to these caregivers and the children placed in their care. The Kinship Foster Care Program recognizes that when children enter placement, all non-destructive family ties should be maintained and nurtured. Through Kinship Foster Care, children are placed with relatives who are able to provide a safe, nurturing home for them, and are, many times, able to remain with their siblings.

When children are in the legal custody of the Tennessee Department of Children's Services and placed with relative caregivers, these caregivers have the same approval standards and training requirements to become foster parents as unrelated caregivers.

Kinship Foster Care policies have been revised over the past year to facilitate placement and to more effectively preserve and respect families. Policy has been modified out of a recognition that emergency situations do arise where the best interest of the child may be served by placing the child in the home of relative caregiver quickly, and by being able to approve that home for needed support in a timely manner.

Long-term relative placement is now an identified permanency option for children who are in relative placement. DCS may assign a permanency goal of long-term relative placement to a child if an appropriate relative has been identified, the relative is willing and able to assume long-term responsibility for the child but has legitimate concerns about adoption, and it is in the best interest of the child to remain in the home of the relative. In this situation, DCS and the kinship foster parent sign a long-term placement agreement to ensure the stability and permanency of the placement barring emergency circumstances dictating the removal of the child.

## Accomplishments

- Completed an informational manual on Kinship Foster Care that was distributed to members of the General Assembly, DCS attorneys, targeted DCS field and administrative personnel, Relative Caregiver Program staff, and participants in the CWLA National Kinship Care Conference.
- Implemented policy changes making it easier to quickly place children with relatives and to approve those relatives as foster homes.



**343**  
**Children in a relative foster home placement (Kinship care).**

**3.7%**  
**Non-delinquent custodial children placed in homes with relatives.**

## Relative Caregiver Program

On June 9, 2000, the Tennessee General Assembly passed legislation allowing for the development of the Relative Caregiver Program. Four million dollars was allocated to support this two-year pilot program funded through the federal Temporary Assistance to Needy Families (TANF) block grant. The Tennessee Department of Human Services is the state's recipient of TANF funds and is partnering with DCS in the development of the Relative Caregiver Program. The Department of Children's Services (DCS) administers this public/private collaboration designed to support children who are not able to be raised by their parents, and who are being cared for by grandparents or other family members as an alternative to coming into DCS custody. These committed and caring relatives have stepped in to raise children whose parents are unavailable, and they are serving as a safety net for the children.

The Relative Caregiver Program seeks to further strengthen the caregiver's ability to maintain a supportive and stable environment for children through respecting what is unique and special within each family; providing accurate, easy-to-follow information about existing resources available to families; filling in the gap where services are not available; and providing financial aid. Services provided to caregivers include individual and family counseling, legal services, financial aid, recreation, homemaker services, support group participation, training, and case man-

agement, as well as providing for concrete needs such as beds, mattresses and clothing. Services provided to children include children's therapeutic groups, trainings, and recreation.

## Accomplishments

- The Relative Caregiver Program initiated services to 176 caregivers and 342 children at three pilot programs within the first four months of the program.
- Tennessee applied for, and received, a \$10,000 state grant from the Brookdale Foundation to conduct a Statewide Kinship Summit in November 2001, to develop a Statewide Kinship Task Force that will carry out the plans developed at the summit, and to begin five new support groups for relative caregivers.
- Held informational meetings in Shelby and Davidson counties, and in the Upper Cumberland region.

**342**  
**Children in Tennessee who are in the care of a relative and received services from the Relative Caregiver Program.**

**176**  
**Relative caregivers received services.**

**65%**  
**Relative caregivers served were grandparents of the children in their care.**



In Shelby County, "Ruby", a 46 year-old grandmother of a preschool-aged, special needs child contacted the Relative Caregiver Program for help. Ruby had traveled to Chicago to bring the child to Memphis after being alerted of the child's pending placement into foster care due to neglect. Ruby brought the child to Memphis before planning childcare for the child while she worked, and had to miss several days of work due to lack of childcare. After many calls to child care centers requesting reduced childcare fees for the child, Relative Caregiver Program staff received information about a free program for children with special needs in the caregiver's geographical area. The Relative Caregiver Program staff made the initial call, and arranged for the childcare provider to coordinate with the relative caregiver for the intake and free transportation of the child. The caregiver has returned to work and the child continues to receive childcare.

## Adoption Services

Adoption Services are child-focused services based on the philosophy that every child has the right to a loving, nurturing, and safe family. At the end of fiscal year 2000-2001, 869 children were in the guardianship of the State of Tennessee and had a permanency goal of adoption. While they wait for families to offer them a permanent home, the children reside in foster homes, group homes, or other residential settings. Some birth parents may make the adoption plan for their child; other parents' rights have been terminated due to abuse, neglect or the inability to provide adequate care for their child. Some of the children have significant physical, emotional or educational challenges.

Most range from early school age to teenage years; some have one or more siblings.

Adoption services provided by DCS include: services to birth parents, services to the child, services to the adoptive parents, placement and post-placement services through finalization of the adoption, adoption assistance, and post-adoption services to adult adopted persons and their birth and legal relatives. Adoption assistance is available for children with special needs, and may be in the form of services and/or financial assistance. This assistance is used to support families through the adoption process.

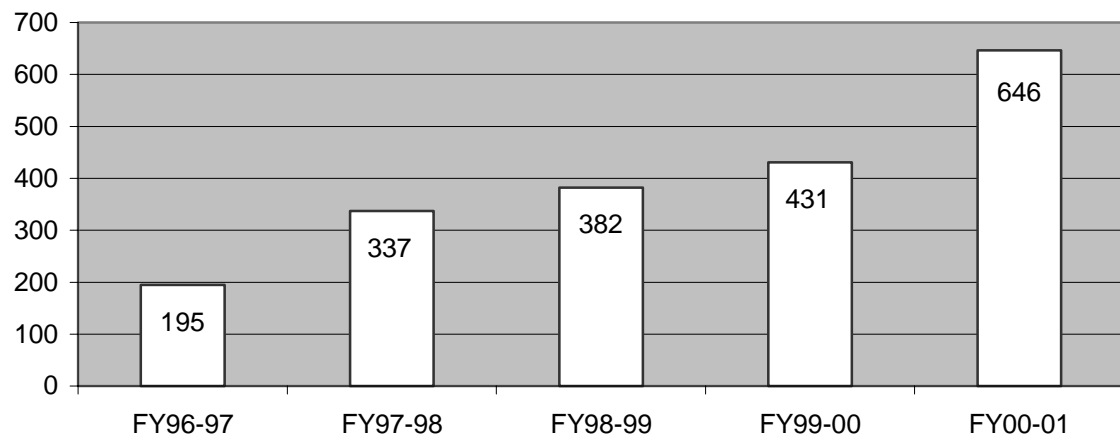
During FY00-01, adoption teams were developed to serve each of the 12 DCS geographic regions within the state. These teams have responsibility for providing all services to birth parents who wish to make a voluntary plan of adoption for their child, providing foster care services to children who are in guardianship of the department and awaiting adoptive placement, preparing children for the adoption experience, re-

cruiting and preparing adoptive families, as well as providing adoptive placement and post-placement services.

Also during FY00-01, the number of case managers providing adoption services was increased which resulted in caseloads decreasing from over 37 cases to an average of 20. Two staff positions were also added to central office to provide consultation to the regional adoption teams and special needs adoption contract providers, to respond to inquiries of adoptive parents, and to facilitate placements of children. Two staff positions were added to central office staff and dedicated to the registration of all adoption records. In order to respond in a timely manner to requests for access to sealed adoption records, five permanent case manager positions were assigned to post-adoption services. In an effort to continue the fostering of teamwork and to establish a consistent model of service delivery statewide and across all agencies, three days of advanced adoption training was provided for existing adoption staff covering openness in adoption and legal risk adoption.

Figure 10

### Children Experiencing Finalized Adoptions FY96-97 through FY00-01



Given that more than 50% of the children in guardianship with a goal of adoption have adoptive families identified, regions were asked to develop a plan that detailed placement dates for these children. These reports are updated according to the weekly activity reports of children placed for adoption and monthly for those children who did not meet the placement goal within the designated timeframe. When targeted placement dates are not met, central office staff conduct reviews of the case to determine the reasons placements were not made and to assist staff in establishing new timelines for permanency.

The Adoption Services "See What Adoption Takes" (SWAT) team was established to focus on those children who have been legally free and awaiting adoptive placement the longest. The purpose of this team is to determine the needs of the child, to assess the current status of adoptive placement/permanency planning, and to assist staff in developing a plan that would bring these children to permanence. Staff are provided consultation in the many facets of adoption services including their approach to assisting foster parents with their decision to make the life-long commitment of adoption to the children in their care and working with children in the adoption preparation process, recruitment of families, and support of families in their decision to parent through adoption.

The Resource Exchange for Adoptable Children in Tennessee (REACT) is operated through a contract with Family and Children's Service. The goal of REACT is to bring children and families together through adoption. REACT maintains a statewide computerized listing of all children awaiting families by adoption and all families with approved home studies who are available to parent through adoption. REACT uses the information to generate adoptive placement suggestions based on the specific needs of individual children. REACT publishes a newsletter featuring waiting children, successful adoptive families, and issues of interest in adoption, as well as the "Tennessee Adoption Pro-

files" (TAP) book featuring the photos and profiles of waiting children. The department's adoption website ([www.state.tn.us/youth/adoption](http://www.state.tn.us/youth/adoption)) is also maintained by REACT.

The Adoption and Safe Families Act, implemented in 1998, placed an emphasis on achieving permanence for children in a timely manner. In response to this legislation, the department has maintained contractual partnerships with seven licensed, child-placing agencies across the state since 1999. The agencies include Youth Villages, OmniVisions, Inc., Holston Home, TRACES, Porter Leath, Agape (Memphis) and Agape (Nashville). These special needs adoption service contract providers serve those children who are defined as special needs children, who are in the full guardianship of the state, and who have a goal of adoption. The agencies provide case management services to children and families in accordance with departmental policies and procedures; prepare children for the experience of adoption; recruit and prepare prospective adoptive parents; and provide services to the children and families throughout the placement process and finalization of the adoption.

A new Adoption Services procedure manual was completed and distributed to staff. This manual incorporates best practice approaches in providing services to children and families in adoption and provides procedures for working with birth parents who come to DCS seeking help in making permanency choices for their children. Procedures were also established to assess children and families for legal risk placements. A four-day procedure implementation training session was provided for all department adoption staff and the contract provider agency adoption staff.

## Accomplishments

- Increased the number of children placed with adoptive families from 483 in FY99-00 to 674 in FY00-01.
- Increased the number of children who

achieved finalized adoptions from 431 in FY99-00 to 647 in FY00-01.

- Increased adoption assistance rates by 5%.
- Completed the development of adoption teams in the twelve geographic regions within the state.
- Increased the number of children authorized for services through the special needs adoption contracts from 116 in FY99-00 to 200 in FY00-01.
- Developed and provided specialized adoption training for all new department and special needs adoption contract provider staff dedicated to adoption services.
- Developed and provided advanced adoption training for existing and pre-trained department and contract provider adoption staff.
- Planned and held a statewide adoption conference in the fall of 2000.
- Established tracking and review systems to ensure timely permanence for children.
- Developed and produced an Adoption Services Procedures Manual that incorporates best practice in providing adoption services to children and families. Also formalized procedures for exploring openness in adoption with birth and adoptive parents, and developed assessment criteria and procedures for placing children who are at legal risk for termination of parental rights.
- Increased the number of persons receiving access to sealed adoption records through the post adoption services program from 141 in FY99-00 to 722 in FY00-01.
- Registered with REACT 306 new families approved to adopt.



674	Children placed for adoption.
509	Children received adoption assistance (of the 674 placed for adoption).
646	Adoptions finalized.
512	Children placed with foster families.
92	Children placed with single parents.
869	Children waiting for adoption.
215	Post-adoptive searches initiated.
722	Individuals served through completed post-adoption searches.



## Independent Living Program

The John H. Chafee Foster Care Independence Program offers important opportunities for expanding the competencies, resiliency, and self-confidence of youths transitioning from foster care towards independence. An estimated 450 young people leave foster care at age 18 or 19 each year in Tennessee without a formal connection to family. These youths are typically in need of services and support to assist with their education, physical health, mental health, employment, housing, and personal support needs. This program seeks to help these youths through provision of such services.

The Independent Living Program created a four-year plan during FY00-01, and during the initial phase of the project, concentrated on project development. The second phase of the project

focused on engaging key informants throughout the state of Tennessee to identify support networks, linkages, and adult support networks available to youths. The third phase entailed developing strategies to engage key stakeholders in the process of identifying key issues that should be addressed in the four-year plan. This phase also included writing the plan, sharing the draft of the plan with stakeholders, completing final editing of the document, obtaining approval of the plan from the Commissioner, and submitting the four-year plan to the U.S. Department of Health and Human Services (HHS).

The fourth phase of the process will focus on both planning and implementing the goals, objectives, and strategies for each year of the four-year plan. The Oversight Committee and the Youth Advisory Council have been charged with the task of providing direction, oversight, and

"Mario" and his two brothers entered foster care as a result of severe abuse in 1992. Within five months, the brothers were moved to their second foster home placement. After working with the birth family toward reconciliation of the family unit, there continued to be on-going safety concerns and the determination was made that the children could not return to their family. Parental rights were terminated in 1994 and the children were placed with their foster family for the purpose of adoption.

Prior to the adoption becoming final, Mario's adoptive placement disrupted. While the adoption of his brothers became final, Mario struggled with his own issues. Mario is mildly mentally retarded and was diagnosed with reactive attachment disorder, attention deficit hyperactivity, and organic brain syndrome. He exhibited challenging behaviors both at home and in the school setting. After a period of residential treatment and therapeutic foster placement with on-going counseling, Mario experienced two other foster home placements.

During his foster home experiences, Mario maintained some contact with his brothers who had been adopted. While most of the contact was through correspondence, the family became aware of Mario's behavioral improvements and his continuing need for a family. Despite his treatment and moves to other foster homes, Mario continued to refer to his former foster parents as "Mom and Dad". In recognizing their own attachment to this child and the bond between these brothers, visits with Mario, his brothers and their adoptive parents began with an Easter 2001 visit. After several successful visits and support from the extended family members, the family made the commitment to adopt Mario. Adoptive placement was made in July 2001. After a physical absence from this family for six years, Mario was reunited with his birth brothers and the family he called his own! The adoptive family considered Mario as being the "lost son" who has now come home!

support to DCS for all Independent Living Program activities. The department will also initiate outcome evaluation data collection during the first year when instructions from HHS become available.

## Accomplishments

- Awarded post-secondary education assistance grants for a total of \$150,000 to 52 young people receiving voluntary services (post-custody).
- Created and filled regional Independent Living Program specialist contract positions.
- Authorized transitional living programs which provide housing assistance to youths who emancipate from custody at age 18 or older, up to age 21.



"Chris" had a cynical attitude, was opinionated and argumentative, struggled with loss & grief issues, and had difficulty emotionally attaching to others when he entered the foster care system as an adolescent. While in foster care, he was provided with the structure, mentors, and gradual responsibility that he needed to mature. By the time Chris became a senior in high school, he had maintained good grades in school, scored a 28 on the ACT, participated in ROTC (earning several civic awards) and drama club, and held several part-time jobs. Chris was placed in an Independent Living cottage at Wilson County Youth Ranch where he learned the skills necessary to live on his own after graduating from high school. With the support of his DCS case manager and the Wilson County Youth Ranch, Chris made a successful transition into an apartment. With the money he had saved, the Pell and TSAC grants, and funds from the John Chafee Foster Care Independence Program, Chris was able to begin college. Presently, he is a student at a state university, where he is majoring in computer science & mathematics. Chris was one of eight Tennessee youth invited to attend a Youth Leadership Development Conference held in New Mexico. He has also been invited to serve on the John Chafee Foster Care Independence Program advisory board that oversees the implementation of the Chafee Multi-year State Plan.

## Tennessee Preparatory School

Tennessee Preparatory School (TPS) is a residential facility located in Nashville which focuses on treatment of the student's needs. TPS serves children ages 12 through 18 from across Tennessee who are dependent, neglected, unruly, or delinquent with non-felony convictions. TPS has a capacity of 240 students residing in a cottage life environment, and provides education and life skills training. The goal of life skills training is to enhance students' success when they return to their homes or go into independent living settings. Many students who enter TPS arrive with educational deficiencies. Traditionally, TPS has focused on education and continues to provide remedial education for younger students and GED services for older students.

TPS has seen a shift from being an educational/residential facility to a facility that includes a major treatment component. This shift has accounted for fewer student disruptions and subsequent placement changes. TPS has assimilated treatment into the traditional educational program, enhancing the overall program and permitting TPS to serve children who would not have

been served by this facility in the past. On-site therapy and counseling services have been expanded. The on-site clinic has added positions allowing TPS to provide care for more students on psychotropic medication and to provide 24-hour nursing coverage. Overall, TPS has developed a treatment environment which maintains a consistent level of 99% occupancy of the 240 bed capacity.

## Accomplishments

- Extended the school day to include participation of staff from cottage life, social services and educational programs.
- Expanded nursing positions to permit 24-hour clinic services.
- Expanded the treatment setting to include therapy, mental health services, substance abuse counseling and psychiatric services.
- Shifted the school athletic program competition status, resulting in TPS being more equally matched in competitions or being better able to compete.

**496**

**Youths received services at TPS.**

**17**

**Youths graduated from the TPS high school.**

**9 received regular diplomas**

**7 received special education diplomas**

**1 received a certificate of attendance**

**16**

**TPS youths received a GED.**

# Family Crisis Intervention Program

Health Care Advocacy

Education Services



## Family Crisis Intervention Program

The Family Crisis Intervention Program (FCIP) provides case management services to children who display unruly behavior, and their families, with the goal of preventing state custody. Children who might otherwise be placed into state custody as a result of behaviors such as running away from home, truancy from school, and acting out beyond the control of their parent(s) are given an opportunity through FCIP to resolve their most immediate crisis while remaining at home with their families. If the child and family are unable to resolve their issues after involvement with FCIP, the case is brought to the attention of the court so that further intervention may be sought, including, but not limited to, commitment to state custody. There are 12 teams across the state that provide FCIP services to families; one team is located in each of the regional Community Service Agency (CSA) offices.

A significant change to FCIP during FY00-01 involved instituting a case file review process in each region. As a result, casework quality can be better evaluated, while ensuring that program standards are being met. Corrective action can be initiated in a timely fashion when necessary.

**7,277**

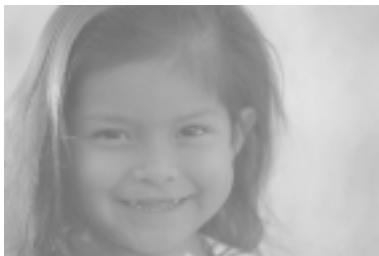
**Referrals received by FCIP in FY 00-01.**

**95%**

**Success rate of cases receiving services through FCIP.**



"Ben's" behavior was completely out of control and his mother was seeking to place him in custody through their juvenile court. Not only was he truant, but he had also been vandalizing property, shoplifting, and even taking some illegal drugs. Ben's chaotic behavior had made intensive in-home services impossible. Day treatment was ineffective for Ben and he was accepted by a nearby residential treatment facility for in-patient services. However, Ben's insurance company denied him for the residential program. The FCIP worker quickly rallied the appropriate team and presented a united appeal to the insurance company, complete with letters from medical staff. After much delay and continued inquiries from the insurance company, Ben was finally approved for the services. He was immediately admitted into the residential program, where he is now showing much improvement. Had the FCIP worker not followed through with the appeal on Ben's behalf, he most certainly would have been placed in state custody.



## Health Care Advocacy

The Health Care Advocacy division promotes improved access to medical and behavioral health services for children in state custody or at risk of coming into state custody. Many children at risk of coming into state custody, and virtually all custodial children, qualify for and receive medical and behavioral services through TennCare. This division serves as a liaison with managed care organizations (MCO) and behavioral health organizations (BHO), and advocates for TennCare services provided by these organizations. In addition, the division manages departmental implementation of compliance with TennCare issues, assists in developing policies and procedures related to health services for children in custody, and provides central office support and technical assistance to Regional Health Advocacy Units. Regional Health Advocacy Units actively advocate for children in custody and monitor whether children are receiving Early Periodic Screening, Diagnosis and Treatment (EPSDT) as needed. The units also help case managers use the managed care system and file appeals to the TennCare solutions team when MCO or BHO services for children in custody are delayed, denied, reduced, suspended or terminated.

During fiscal year 2000-2001, work began on implementation of a new managed care relationship. The Bureau of TennCare will contract with BlueCross/Blue Shield of Tennessee's TennCare Select as of July 1, 2001 to serve as the single MCO for children in custody. DCS will collaborate with the Bureau of TennCare and TennCare Select to transition custodial children into the MCO. TennCare Select has developed a network of primary care physicians who have agreed to provide primary care, including EPSDT screenings, to children in custody. This network will be known as the Best Practice Network (BPN).

When the Health Care Advocacy division files an appeal regarding any denied or delayed service

on behalf of a custodial child, if the appeal is not resolved in favor of the child, the child receives an administrative hearing. DCS has contracted for representation for those children, and DCS now appoints an attorney to represent the child at the administrative hearing, thus providing a complete range of advocacy regarding access to services for children in custody.

An Implementation Team was appointed by the Tennessee Department of Health in collaboration with the Bureau of TennCare and DCS to facilitate access to BHO services for at-risk children. DCS refers at-risk children to the Implementation Team, which works to provide treatment services in order to keep children out of custody.

### Accomplishments

- As of June 30, 2001, 92% of eligible children had received EPSDT health screenings, an improvement over the 74% who received screenings the previous year.
- As of June 30, 2001, 84% of eligible children had received dental screenings, an improvement over the 66% who received screenings the previous year.
- As of June 30, 2001, 67% of eligible children had received health screenings within 30 days of entering custody, an improvement over the 31% who received screenings within 30 days the previous year
- Completed department-wide EPSDT policy.
- Implemented process to expedite enrollment of custodial children into TennCare.



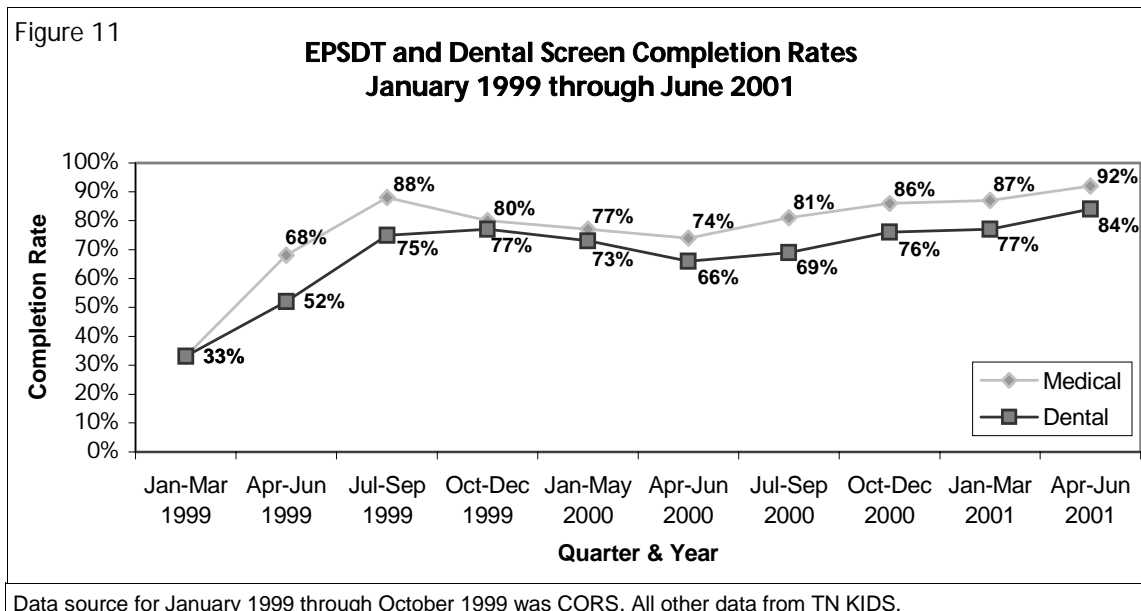
## Educational Services

The Education Division of the Department of Children's Services oversees education services for students in state custody residing in Youth Development Centers (YDC) and in DCS group homes. This division also provides technical assistance to contract facilities with on-site schools. DCS Education is recognized by the TN Department of Education as a Local Education Agency (LEA).

Every youth committed to the Department of Children's Services is screened by a community or facility classification/assessment team to determine his or her educational needs. A treatment team develops an IPP (Individual Program Plan) for each student, and those eligible for special education services also receive an IEP (Individual Education Plan).

During fiscal year 2000-2001, education goals and objectives were developed to incorporate strategies that are included in the DCS 2001-2003 Strategic Plan. Initial planning for the ad-

Figure 11



dition of 12 education specialists was begun. These specialists will advocate for the educational needs of all children in custody. Additionally, two new DCS education consultants were hired to work on special education compliance issues.

## Accomplishments

- Standardized textbook usage within DCS schools to improve curriculum consistency.
- Provided special education training for contract facilities with onsite schools.
- Completed an evaluation of YDC vocational programs.
- Improved communication between DCS Education Division and its schools. All education central office staff traveled to each of the grand regions to meet with DCS school personnel. Additionally, the Education Services director, the technology coordinator and the education consultants increased their number of scheduled visits to the YDCs and DCS group homes during the year.
- Established a central office computer lab for training teachers and evaluating software.
- Added twenty computers to YDC libraries to provide internet access.
- Developed a project plan to deploy 486 computers to the YDCs and DCS group homes.
- Introduced planning for improved school record management.

**847**

**Students average daily attendance in DCS schools.**

**35%**

**Approximate number of students in the YDCs and DCS group homes who were eligible for special education services.**

**85%**

**The GED pass rate.**



"Cedric" stole a car and as a result was committed to DCS custody in September 1999. He was sent to a Youth Development Center where he stayed for almost a year. He was constantly getting in trouble due to his behavior and attitude. The only area this attitude did not affect was his education. He worked diligently to obtain his Special Education diploma. Eventually, Cedric began to change his behavior and attitude and he transferred to Jackson Halfway House. Initially, Cedric began having the same issues and problems at the group home that he did when he entered the YDC. He finally began to settle down and eventually received exemplary work reports from McDonald's Restaurant. He was also selected as the "Student of the Month" at the group home. Cedric has now returned home and has a job at a local restaurant and at a factory. He is in the process of getting his own apartment and wants to pursue a college education. Cedric continues to have regular contact with the staff and students at Jackson Halfway House and says their constant encouragement made all of the difference in his life. They never gave up on him!

Juvenile Court Grants

Juvenile Accountability Incentive Block Grant

Juvenile Education Academies

Probation and Aftercare

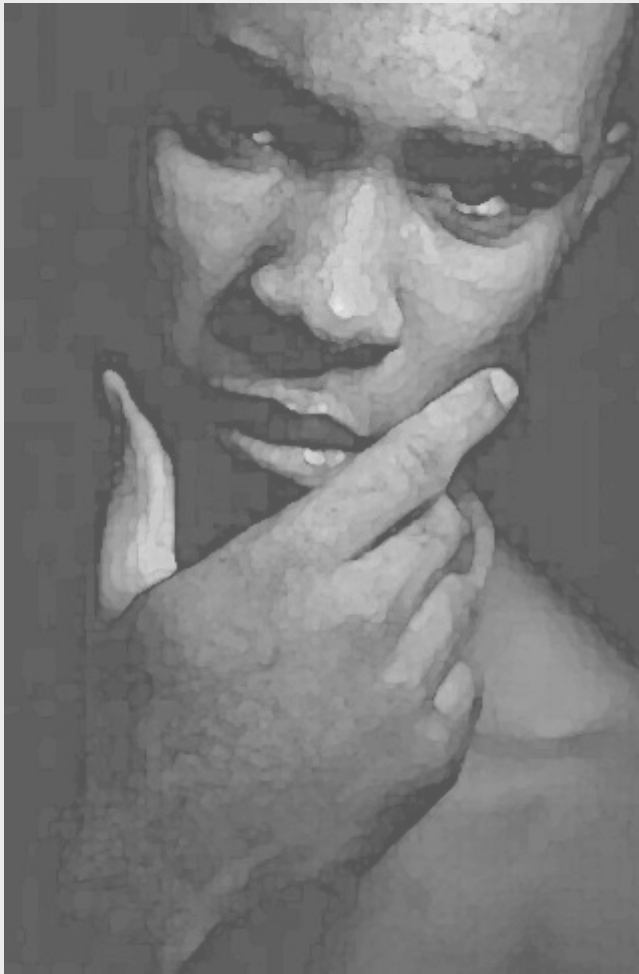
Community Intervention Services

Community Residential Programs

Youth Development Centers

Special Populations

Victim's Assistance Program



## Juvenile Court Grants

The 23 juvenile court-based grant programs target youths at risk of entering state custody for delinquency, truancy and other status offenses. These grants, totaling \$5,234,644, are funded solely by state revenue. There are three types of juvenile court grant programs: custody prevention, truancy prevention, and child and family intervention. The 11 custody prevention grants cover a broad range of programs, including day treatment, intensive counseling, education, and parenting classes. Each program strives to meet the three goals of reducing the number of children committed to state custody, reducing the number of children with court charges or petitions filed against them, and improving parental/family involvement with the child. The six truancy prevention grants focus on decreasing truancy and improving academic performance. They have similar components that support achievement of truancy prevention objectives, including attendance monitoring, GED classes, counseling, vocational skills training, and independent living skills development. The six Child and Family Intervention programs serve children who are at imminent risk of coming into state custody. These services include, but are not limited to intake, pre-sentencing investigations, crisis intervention, case management and/or direct delivery of services, transportation, liaison for educational issues, and assistance working with court orders.

### Accomplishments

- Commitment rate decreased in 17 of the 19 counties served by these programs.

**1,470**

**Youths served by the custody prevention programs.**

**1,124**

**Youths served by the truancy prevention programs.**

**2,562**

**Youths served by the family intervention programs.**

## Juvenile Accountability Incentive Block Grant (JAIBG)

For the second year, the federal Department of Justice has granted JAIBG funds to Tennessee. This program targets the delinquent population and encourages increasing sanctions for offenses. The program also holds the delinquent youth responsible for his or her behavior. Tennessee has used the funding, under the guidance of an advisory committee, to intervene with youths and their families and to prevent the youths from being placed into custody. There are 14 such programs funded and these vary in scope from intensive probation, to observation and assessments services for the courts, to alternative school programs. The programs have been highly successful and have worked with youths displaying behaviors that frequently result in immediate commitment to state custody. The programs have served a total of 1,402 youths. Of these youths only 67 have entered custody for an overall success rate of 95%.

## Juvenile Education Academies

The purpose of Juvenile Education Academies (JEA) is to provide an effective learning environment and a continuum-of-care for at-risk students, to improve the safety of our schools and communities, and to reduce the likelihood of

these youths entering or reentering the juvenile justice system. The population served through these programs are youths with one or more juvenile court appearances who have not improved their behavior after suspension and/or alternative education programs, high risk students expelled from school due to serious zero tolerance violations, and youths returning home from more restrictive placements. Each program provides education and counseling services to high-risk youths in their communities without a need for placement in state custody.

The Department of Children's Services funded five pilot JEA programs beginning in January 1998 with a declining amount of funds each year. During fiscal year 2000-2001 the department contributed \$100,000 to each program: Cleveland City Schools (117 students), Jackson-Madison County (116 students), Johnson City (59 students), Maury County (29 students), and Memphis-Shelby County (51 students). A total of 372 students were enrolled in the five JEA's statewide. The education programs have been successful in preventing 95% of their students from entering state custody, and 85% of the students successfully completed the program by receiving a diploma, GED, or by transitioning back into the regular classroom. The Memphis/Shelby County JEA program closed on June 30, 2001, because they were not able to secure required matching funds from local school systems.



"Marcus" was a 10th grade student failing all of his subjects in an alternative classroom. He was referred for extreme truancy, disruptive behavior, vandalism, outbursts of anger and anti-social behaviors. Marcus's mother was afraid of him and had filed unruly charges in juvenile court. The Juvenile Education Academy slowly turned his life around. Marcus earned his way back to the main campus of the high school, but he still was not able to make it and returned to the academy 6 weeks later. This time he began working on his GED skills and later earned his GED diploma averaging 54 points on each section. Marcus has since maintained consistent employment and has not been in any more trouble. He has expressed his appreciation to the JEA staff.



**4,232**  
New youth were served by probation and aftercare services.

**1,553**  
Youth on aftercare were granted home placement.

**1,380**  
Youth served by CIS programs.

**545**  
The average number of youth under supervision each month.

**\$10.95**  
Average cost per day for each youth served (as compared to \$170.00 per day for each youth served at a YDC).

## Probation and Aftercare

Probation and Aftercare provides case management services to youths who have been adjudicated delinquent and are living at home. The services include regular contacts with the youth, his/her family, the school, and any other agency involved with the youth. The probation/aftercare staff perform activities designed to help youths correct problem behaviors and re-channel their energies into lawful, developmentally appropriate activities.

### Accomplishments

- 65% of delinquent custodial youths were in community-based placements.
- 85% of youths in the aftercare program successfully completed the program.
- 93% of youths on probation successfully completed probation.

## Community Intervention Services

Community Intervention Services (CIS) programs provide community-based intervention, treatment, and intensive probation services for delinquent youths and their families. The department contracts with ten service providers across the state to provide intensive probation services in 52 counties. CIS programs serve youths who would otherwise be committed to state custody due to delinquency, and/or youths who have been released from custody.

### Accomplishments

- While under supervision, the youths in CIS programs performed a total of 22,759 hours of community service work, paid \$49,763.43 in restitution to their victims, and paid \$46,363.79 in court costs and fines.

## Community Residential Programs

The Department of Children's Services operates 13 group home facilities located throughout the state. The group homes are minimum-security, residential programs designed for youths who are adjudicated delinquent, and who have been evaluated and determined appropriate for community placement. The primary focus of each of these facilities is to provide a residence for 10 to 12 youths in a structured program that includes education, community involvement, and individual program plans. All youths are afforded the opportunity to reintegrate into their home community through the provision of counseling services, education, and in some cases, community service or work experience.

The group homes provide a wide range of services that include individual and group counseling, medical/dental treatment, recreation, academic/vocational training, transportation, substance abuse counseling, job training, and work opportunities. Eight of the group homes have in-house schools designed for students who have experienced difficulty adjusting in public schools. Several of the programs have strong work components and offer independent living skills training, as well as money management training, for older students.

Changes to the CRS program in fiscal year 2000-

2001 included the designation of the Madisonville Group Home for Girls as a diversion program admitting only those girls placed from the community, no longer accepting referrals from youth development centers. Another change to the program was the renewed focus all group homes initiated on community service and positive public images.

## Accomplishments

- Maintained accreditation through the American Correctional Association for all programs. Five programs were reaccredited with an average compliance rating of 99.9%.
- Provided services for 244 youths who were in transition from Youth Development Centers back to the community.
- Diverted 156 youths from placement in more secure facilities.

**400**

**Youth were served in group homes.**

**240**

**Youth were released from group homes having successfully completed the program.**

**52**

**Youth were awarded diplomas for completion of course work and/or the GED.**

**160**

**Youth were involved in working full- or part-time in the community.**

**60%**

**Youth admitted to group homes successfully completed the program.**

## Specialty Programs

Lift Academy is a community-based, day treatment alternative school that serves approximately 45 youth, ages 13 to 18, from the Carter and Johnson County school systems and the Elizabethton Group Home. Lift Academy also accepts court referrals for its summer school program. Students are normally referred for serious disciplinary problems, weapons possession, or truancy. Lift Academy provides an alternative to out-of-home placement with students staying in the program from nine weeks to one school year. The program provides students with an individualized academic and vocational curriculum designed to meet their needs by providing a positive, structured learning experience. In addition to five teachers and one teacher's aide, three counselors are on staff to provide a greater level of personal attention beyond the students' academic needs. Lift Academy concentrates on remedial work in both Math and English, as well as vocational classes in building trades and computer science. GED training is offered to those who qualify, and other courses

are offered, as needed, so that students will not lose their regular high school credits. In FY00-01, Lift Academy provided an alternative educational program for 118 youths. Of the youth that took the GED, 76% passed. Ninety percent of the youths who attended Lift Academy completed the program and returned to public school.

The Johnson City Observation and Assessment (O&A) Center is a unique operation within the Department of Children's Services. The purpose of this 16-bed, male-only facility is to provide area juvenile courts with a detailed assessment of a youth following his adjudication, but prior to the disposition. Each student receives a complete medical, dental, psychological, substance abuse, educational, and vocational assessment during the 45-day evaluation. Services provided at the center include in-house education services, counseling, independent living skills preparation, a volunteer program, secure observation, and transportation. In FY00-01, it was recommended to the court that 76% of the 107 youth served through the O&A Center return home with in-home services.

"Jamal" is a youth who arrived at the Nashville Transition Center in October 2000. Prior to admission, he had been in placement at Wilder and Woodland Hills Youth Development Centers on a determinate commitment. Jamal had problems at both placements but eventually did well enough to be referred for a step-down program at Nashville Transition Center. From the on-set, Jamal's attitude was negative and he was at times verbally abusive toward staff and peers. A turning point for Jamal was taking and passing the GED with an above average score. His participation in the program really improved. He was given special assignments of kitchen duties and maintenance around both cottages throughout the day. Jamal was able to complete these assignments without significant problems. He secured employment with a local gym and aerobic center near his home. Jamal took the ACT test and scored 22. Jamal's future goal is to attend Middle Tennessee State University. In working toward this goal he has applied for enrollment and is patiently waiting to be notified of his admission status. Jamal really developed independent living skills, as well as a sense of direction, while at Nashville Transition Center.



## Youth Development Centers

The Tennessee Department of Children's Services operates four Youth Development Centers (YDC). Each YDC is a hardware-secure, residential facility that provides treatment for delinquent youths ages 13 through 18. Each student receives a comprehensive assessment upon admission and receives an individualized program plan to meet his/her needs. A full program of education, vocational skills, medical services, recreational programs, self-help, and independent living skills is provided. Specialty services include therapy for a broad range of needs, alcohol and drug treatment programs, speech therapy, dental care, and behavior management. Taft YDC in Pikeville serves 175 serious male offenders from across the state. The regional institutions are Woodland Hills YDC in Nashville, which serves 120 males (from Middle Tennessee) and 24 females (statewide); John S. Wilder YDC in Somerville, which serves 144 males (West Tennessee); and Mountain View YDC in Dandridge, which serves 144 males (East Tennessee). All of these programs target successful transition back to the community as a primary goal. The American Correctional Association accredits all four YDC programs.

### Accomplishments

- The Violent Offender Program was begun at Taft, and serves up to 19 youths.
- Wilder YDC began to more intensely address the needs of students who are aggressive and who are associated with security threat groups through a new gang prevention program.
- Mountain View YDC established a Transition Group program to better prepare students for step-down to group homes.
- Woodland Hills YDC served 16 female students through the Better Decisions pro-

gram. This program was designed for female students as a way to improve problem-solving and decision-making skills.



**19**  
New placements were made available for the Violent Offender Program at Taft.

**5**  
Regular diplomas issued to YDC youths.

**62**  
Special education diplomas issued to YDC youths.

**121**  
General Educational Development diplomas issued to YDC youths.

**Number of staff:**  
**235 Taft; 197 Mt. View; 183 Woodland Hills; 177 Wilder.**

"Laura" was sent to Woodland Hills after her conviction in Juvenile Court. Prior to her arrival, she had never read a book for enjoyment. She had difficulty reading and never considered it to be a pleasurable activity. Laura's counselor gently encouraged her to visit the library at Woodland Hills, which houses several thousand books. She became interested in reading, and after urging from her teachers, Laura took the G.E.D. test and passed. Laura was eventually released from Woodland Hills and pursued a college education. She received her bachelor's degree from William and Mary University in Virginia and intends to pursue a master's degree in counseling. The encouragement Laura received from the Woodland Hills staff is what she credits for her love of books and for her academic success.

## Special Populations

The Special Populations Unit monitors placements at three facilities in the state. Jackson Academy in Dickson is an 18-bed secure residential treatment center for youths requiring a therapeutic environment to address serious emotional-behavioral problems. First Hospital Corporation in Chattanooga is a residential treatment center for aggressive mentally ill juvenile offenders with significant behavioral and mental health problems. Taft Youth Development Center in Pikeville is a facility for older aggressive offenders with vocational needs. The Special Populations Unit also monitors emergency mental health transfers from the Youth Development Centers to area mental health facilities.

Peabody Residential Treatment Center (PRTC)

is a staff-secure, residential treatment center designed to provide services to male juvenile offenders with a dual diagnosis when the primary diagnosis is mild mental retardation. PRTC is the only program of this type operated by DCS. The program is accredited through the American Correctional Association and licensed by the Tennessee Department of Mental Health and Developmental Disabilities. PRTC is located in Memphis, and has the capacity to serve eight youths.

**52**

**Students served at Jackson Academy.**

**17**

**Youth served at Peabody.**



"Troy" came to Peabody Residential Treatment Center as a step-down from Mountain View Youth Development Center. He became homesick and was very upset at being so far from home. Troy ran away within the first month. He was located and returned to Peabody ten days later. Since his return, Troy has done well and has earned Level Three status. At Peabody, a student must work his way through five levels in order to be released. Troy stated that when he first came into custody he could not read even a simple sentence. With a good start at Mountain View YDC, and further individualized assistance at Peabody, he has become a good reader. Troy read 15 books in just a few weeks and continues to improve in his reading skills daily. He is very proud of his accomplishment, as is the Peabody staff. His efforts are rewarded, and Troy is encouraged to continue with the good work he is doing.

## Victim's Assistance Program

The Victim's Assistance Unit provides notification of the release of a delinquent felony offender from a DCS facility to a home placement. A member of the public may make a formal request to DCS to be notified when a change in placement occurs for a particular youth. The Victim's Assistance Unit also works with local and statewide victim's services organizations for the purpose of receiving information regarding the release process. The unit maintains a registry of victim's service organizations in Tennessee as referral and information resources regarding victim's services and advocacy programs.

The Victim's Assistance Unit educated individual victims and members of the public in understanding the process for youths who have been adjudicated delinquent as the result of a felony offense to return to a home placement. A comprehensive system of collecting requests for notification and a system for the dispersion of notification of releases were developed, and the unit ensured that victims and members of the public who requested notification received timely notices of release of juvenile offenders back to their home placement.

## Accomplishments

- Implemented DCS guidelines that reflect victims notification and information for crime victims, justice professionals, and victim service providers.
- Initiated program data inclusion in the TN KIDS database to further improve victim identification and awareness of the program.
- Solicited DCS legal assistance to aid Victim's Assistance in policy and rules development.



**226**

**Juvenile offenders were released and tracked by the Victim's Assistance Program.**

**14**

**Victims and witnesses requested and received notification of releases.**

Fiscal Services

Personnel

Training and Volunteer Services

Information Resources

Legal Services



## Fiscal Services

### Expenditures

Total expenditures of the Department of Children's Services in FY 2001 equaled \$459,816,300. Figure 3 summarizes the department's FY 2001 expenditures.

**Custody Services**- \$185.4 million (40.3%). The largest category of expenditures in the Department was for custody services, totaling \$185.4 million. Within the custody services category, \$158.3 million was expended on residential contract services and \$16.1 million was expended on individual foster home care. The remaining \$11.0 million in this category was expended on other custody support services, primarily to meet treatment needs and enhance reunification efforts.

**Child and Family Case Management** - \$113.5 million (24.7%). This primarily represents expenditures for the 12 DCS and 12 Community Service Agency regional offices and field staff providing case management services to custody children, children needing adoptive placements, non-custodial case management, and child protective services investigations.

**Family Support Services** - \$50.2 million (10.9%). These expenditures include purchase of non-custodial intervention/prevention services, such as family preservation, family resource centers, regional family support services networks, community intervention grants, child abuse and sexual abuse prevention and counseling services, and juvenile justice prevention and intervention services.

**Youth Development Centers** - \$34.9 million (7.6%). These are expenditures for the operation of the department's four secure Youth Development Centers for delinquent youth (Mountain View, Taft, Wilder, Woodland Hills).

**Administrative** - \$36.7 million (8.0%). These are

expenditures for DCS central office administrative operations which include the Commissioner, Deputy Commissioner and all Assistant Commissioners; the TN KIDS information system; legal services; fiscal services; policy, planning and research; personnel; provider support; institution support; and program support.

**Adoption Services** - \$19.4 million (4.2%). These expenditures represent payments for special needs adoption assistance, adoption recruitment and placement services, and adoption support services.

**Tennessee Preparatory School** - \$10.9 million (2.4%). These expenditures are for the operation of the Tennessee Preparatory School, a residential school for primarily dependent, neglected, and unruly children placed in DCS custody.

**Community Treatment Centers** - \$8.7 million (1.9%). These are expenditures for the operation of the department's 13 group homes, a residential observation and assessment center, and a community educational academy, primarily for delinquent youth.

### Revenue

Figure 4 illustrates the sources of funding for the department's FY 2001 total expenditures. State appropriations of \$215,629,100 represented 46.9% of the total funding. The major federal funding sources were Title IV-B (\$15,211,100 or 3.6%), Title IV-E (\$34,761,300 or 8.3%), and the Social Services Block Grant (\$26,663,500 or 6.4%). TennCare funds equaling \$121,036,300 represented 29.0% of all funding. The remaining \$17,060,100, which represented 4.1% of expended funds, came from a variety of other sources.

Title IV-E is a federal entitlement program. Federal guidelines require that DCS earn reimbursement based upon eligibility criteria for each child served. TennCare is a managed care waiver

through which Tennessee operates its Medicaid program. TennCare functions as a capped health care entitlement program. TennCare reimbursement earned by DCS is also based upon eligibility criteria for each child served. TennCare funds are used to reimburse treatment and administration, while Title IV-E funds reimburse room and board, training, and administration. Title IV-B and the Social Services Block Grant are set dollar allocations based upon the state's percentage of the national allotment.



Figure 12

FY00-01 Expenditures = \$459,816,300

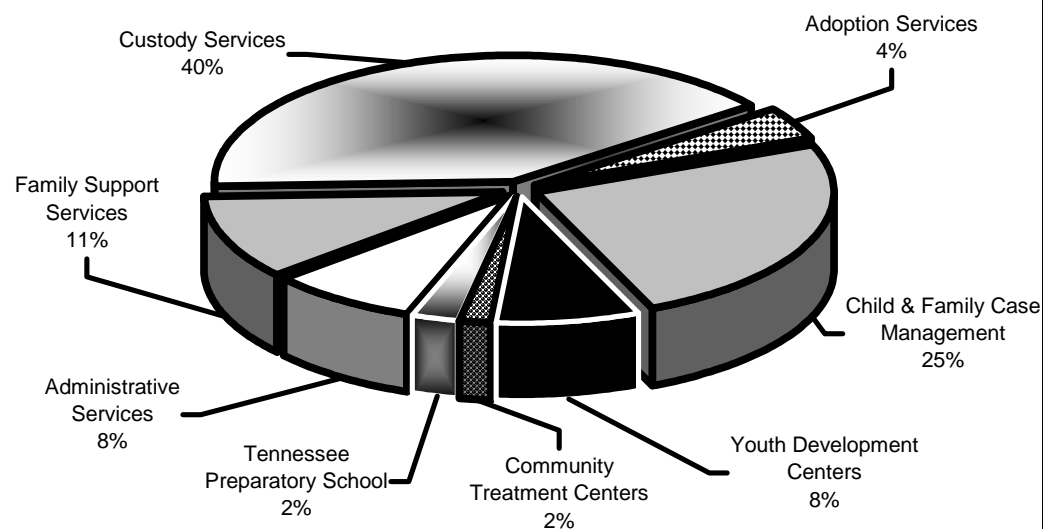
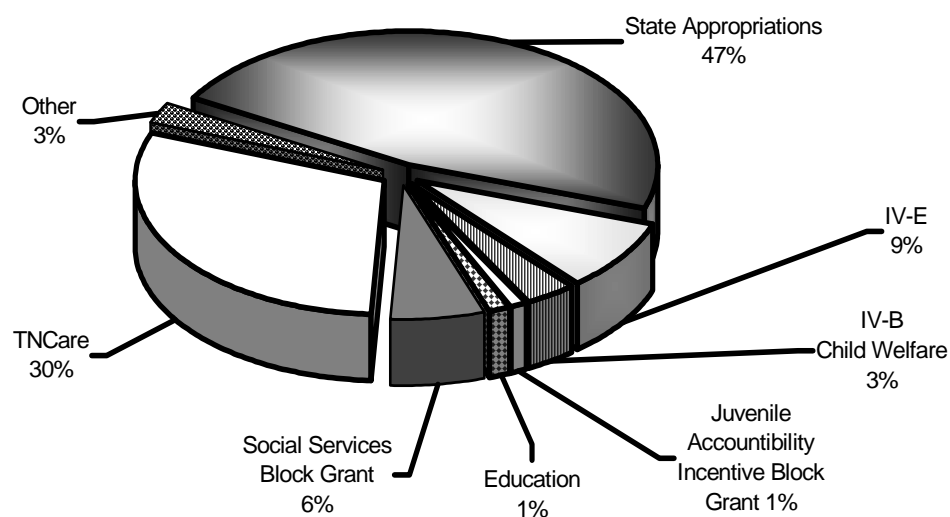


Figure 13

FY00-01 Revenue = \$459,816,300



## Personnel

The Personnel Division assists the department in the hiring, promotion, and separation process; in the administration of employee payroll and personal benefits program; and in following the Departmental Affirmative Action Plan. The division monitors all position and employee compensation, as well as classification and position actions. The division conducts the department's Workers' Compensation and Assault Injury case reviews and provides oversight for these cases within the department. The responsibility for coordinating and administering departmental training on personnel and human resource issues also lies with this division.

The federal government established new guidelines for Affirmative Action during fiscal year 2000-2001. In response, the Personnel division has established a new monitoring method and will ensure that all central office, institutional, group home, and regional supervisors complete this monitoring tool and that all salary exceptions are approved consistently for all employees. New sick leave bank and insurance guidelines and changes have also been implemented.

Personnel increased recruitment efforts to assist with the processing of sufficient civil service registers. Funding was put into place to add 335 case managers and supervisory staff statewide. Centralized intake will be established with the addition of 46 staff members who will receive reports of child abuse and neglect from across the state. Ten positions were added for the Child Protective Services Special Assist Team, which

will be assigned to large scale investigations involving alleged child abuse.

## Accomplishments

- Designed a new online Affirmative Action monitoring form to comply with new federal standards.
- Developed an automated database to track all workers' compensation, assault injury and family medical leave issues.
- Developed an automated database to track all previous disciplinary actions to ensure that progressive discipline takes place.

**3,484**

**Number of DCS positions.**

**13.3%**

**Staff turnover rate, with 462 separations of staff from the department.**

**282**

**New positions were established based on the reform plan developed in partnership with the Child Welfare League of America.**



## Training and Volunteer Services

The Training and Volunteer Services Division provides support to all staff of the department via the on-going development of professional skills, including management, technical, and program-specific skills. The unit is responsible for identifying training needs, developing appropriate curricula, coordinating enrollment, and tracking staff attendance at training courses. Training is provided through in-house staff members as well as through contracts with state universities, other state departments, and private sector service providers. This unit also provides training for volunteers and the tracking of the services they provide to the department. DCS had 26 volunteer coordinators and approximately 400 volunteers across the state in fiscal year 2000-2001. The volunteers donated 8,480 hours of their time to DCS.

**33,102**

**TN KIDS training hours.**

**79,171**

**Hours of staff training (DOP, DCS).**

**435**

**Staff attended supervisory/leadership training.**

**65**

**Staff began e-learning.**

**8,480**

**Hours provided by volunteers.**



## Information Resources

Information Resources provides the department with the computer technology and related support needed to conduct its business. The Infrastructure Unit maintains more than 4,000 personal computers and related equipment in addition to providing help desk, production control, asset management, and research and development services. The Applications Unit identifies business requirements and then develops or purchases software to meet the business needs of the department. This unit then implements and maintains the software. Information Resources is guided by the department's Management Advisory Committee that determines information technology policies and priorities.

## Accomplishments

- Completed the statewide rollout in December 2000 of the intake and referral module of TN KIDS (Tennessee Kids Information Delivery System), a computer-based case management tool that tracks children served by the department.
- Implemented the Student Account (which allows DCS residential treatment facilities to track activity related to student monetary accounts), Foster Parent Call-In (a voice-activated system that allows foster parents and case managers to confirm information to ensure correct payment), and Medicaid Billing Systems.
- Completed a document imaging study that identified the state's adoption records as the most immediate need for automated document storage and retrieval technology, and proposed a technology solution to meet this need.
- Implemented changes to critical financial systems in the areas of foster care and adoption assistance payments, TennCare billing, and federal and Tennessee Department of Children's Services.

ment of Education funding drawdowns.

- Revamped the DCS web site to incorporate the new standards resulting from the state's web portal implementation.
- Completed the TN KIDS PC replacement project in July 2000, with more than 3,400 personal computers received, staged and installed in DCS offices across the state.
- Equipped and networked almost 300 new personal computer users within the department.
- Replaced the majority of the department's printers, installing more than 800 new printers across the state during April, May, and June of 2001.
- Implemented new incident tracking and call management tools in the DCS Help Desk to improve the department's technical support.
- Established a Technology Center with specialized automation tools (such as publishing software and a color printer) for use by DCS employees.

**31,000**

**Incidents reported to the DCS Help Desk. The Help Desk agents resolved 60% of those incidents; the remaining 40% were assigned to second and third tier support for resolution.**

**98.8%**

**Uptime maintained for the TN KIDS system.**

## Legal Services

The Legal Services division of the Department of Children's Services provides legal advice and counsel to the Commissioner and department employees regarding operation of the department, as well as represents the department in abuse, neglect, and dependency proceedings brought before the court. The attorneys counsel DCS case managers; prepare petitions alleging dependency, neglect or abuse; and prepare for trials. After the court has determined that a child is neglected or abused and if the child is placed in state custody, the attorney continues to represent DCS throughout the permanency process, such as in foster care review, permanency hearings, termination of parental rights, and the adoption process.

DCS Legal Services was also a key participant in the negotiation of the settlement agreement for Brian A., et al., v. Sunquist, et al. and will be an active part of the implementation process. Legal Services is staffed by 54 attorneys who are located in 22 offices throughout the state. Twelve additional attorneys are to be added in FY01-02 to the Legal Services division to specialize in educational issues faced by children in state custody.





Unless otherwise noted, all data were collected from TN KIDS. TN KIDS is a “live” database with ongoing additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.



Table 1: Children Entering &amp; Exiting Custody by County FY 2000-2001

County	2000 Population Estimates Ages 0-19	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/Neglected	Unruly			
Anderson	18193	3.0	27	23	5	55	61	-6
Bedford	10730	10.5	40	68	5	113	101	12
Benton	4002	4.5	5	13	0	18	12	6
Bledsoe	3160	6.3	13	7	0	20	11	9
Blount	26895	3.3	36	28	24	88	94	-6
Bradley	23754	4.2	29	70	1	100	113	-13
Campbell	10147	4.3	2	39	3	44	74	-30
Cannon	3593	7.8	6	17	5	28	22	6
Carroll	7635	2.8	8	12	1	21	20	1
Carter	13694	3.7	25	24	1	50	51	-1
Cheatham	10739	4.9	20	32	1	53	61	-8
Chester	4521	2.7	1	11	0	12	20	-8
Claiborne	7814	9.9	22	55	0	77	72	5
Clay	1920	3.6	0	7	0	7	13	-6
Cocke	8468	9.7	28	46	8	82	73	9
Coffee	13344	3.9	17	31	4	52	59	-7
Crockett	4047	4.0	6	8	2	16	12	4
Cumberland	11018	5.4	14	43	2	59	54	5
Davidson	145100	5.7	267	522	32	821	826	-5
Decatur	2803	3.9	2	8	1	11	10	1
DeKalb	4470	4.3	10	8	1	19	27	-8
Dickson	12575	6.0	43	30	2	75	72	3
Dyer	10554	4.9	26	21	5	52	64	-12
Fayette	8193	4.4	12	10	14	36	36	0
Fentress	4465	6.0	5	18	4	27	37	-10
Franklin	10485	9.2	31	58	7	96	89	7
Gibson	12708	6.0	34	36	6	76	92	-16
Giles	8036	6.2	17	27	6	50	53	-3
Grainger	5249	6.5	5	24	5	34	22	12
Greene	15554	6.8	31	52	22	105	90	15
Grundy	3983	7.8	7	23	1	31	32	-1
Hamblen	15056	7.0	44	47	15	106	78	28
Hamilton	80089	4.1	64	257	11	332	345	-13
Hancock	1754	2.9	3	1	1	5	5	0
Hardeman	7423	4.4	25	7	1	33	37	-4
Hardin	6486	6.0	9	25	5	39	30	9
Hawkins	13649	6.2	32	24	29	85	84	1
Haywood	5979	7.4	18	23	3	44	42	2
Henderson	6878	7.1	13	30	6	49	41	8
Henry	7617	4.6	10	25	0	35	40	-5
Hickman	6070	2.6	6	9	1	16	36	-20
Houston	2134	4.2	5	1	3	9	9	0
Humphreys	4694	5.8	1	13	13	27	26	1
Jackson	2712	4.1	3	8	0	11	15	-4
Jefferson	11582	3.9	15	29	1	45	45	0
Johnson	3801	8.2	19	8	4	31	25	6
Knox	98177	3.5	87	260	0	347	374	-27
Lake	1648	2.4	0	3	1	4	10	-6
Lauderdale	7467	10.8	26	48	7	81	116	-35

Table 1 (continued)

County	2000 Population Estimates Ages 0-19	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/Neglected	Unruly			
Lawrence	11479	3.0	5	20	10	35	76	-41
Lewis	3243	4.3	4	9	1	14	16	-2
Lincoln	8255	4.0	15	15	3	33	61	-28
Loudon	9336	4.7	10	33	1	44	33	11
Macon	5814	6.0	13	16	6	35	37	-2
Madison	26915	5.6	51	82	18	151	141	10
Marion	7311	3.8	5	21	2	28	45	-17
Marshall	7546	5.7	24	14	5	43	36	7
Maury	20132	3.3	30	26	11	67	88	-21
McMinn	13007	3.9	18	26	7	51	62	-11
McNairy	6417	2.6	5	11	1	17	17	0
Meigs	3030	4.0	5	2	5	12	15	-3
Monroe	10679	6.4	17	45	6	68	67	1
Montgomery	42444	4.7	68	107	26	201	203	-2
Moore	1491	0.7	1	0	0	1	5	-4
Morgan	5082	2.0	1	9	0	10	15	-5
Obion	8373	3.7	17	13	1	31	25	6
Overton	5157	5.2	5	19	3	27	18	9
Perry	2042	7.3	1	12	2	15	8	7
Pickett	1197	0.0	0	0	0	0	1	-1
Polk	3968	2.3	2	4	3	9	16	-7
Putnam	16508	6.5	44	60	4	108	70	38
Rhea	7625	3.1	10	8	6	24	32	-8
Roane	12794	3.9	25	24	1	50	60	-10
Robertson	15976	8.3	69	51	13	133	101	32
Rutherford	54969	1.3	20	46	8	74	97	-23
Scott	6130	7.7	3	44	0	47	36	11
Sequatchie	3064	9.1	5	20	3	28	26	2
Sevier	18111	4.3	27	47	4	78	64	14
Shelby	278743	2.3	95	537	7	639	685	-46
Smith	4994	6.0	1	26	3	30	41	-11
Stewart	3289	3.6	2	4	6	12	16	-4
Sullivan	36866	6.0	90	120	12	222	200	22
Sumner	37757	4.9	59	105	20	184	193	-9
Tipton	16427	4.3	27	43	1	71	66	5
Trousdale	1950	3.1	2	4	0	6	4	2
Unicoi	4025	8.0	15	13	4	32	25	7
Union	5059	6.1	5	26	0	31	37	-6
Van Buren	1418	9.2	1	12	0	13	5	8
Warren	10260	7.2	20	52	2	74	87	-13
Washington	26078	5.7	57	68	24	149	124	25
Wayne	4008	7.7	13	17	1	31	32	-1
Weakley	9360	4.5	14	27	1	42	45	-3
White	5998	7.8	19	27	1	47	46	1
Williamson	40140	1.8	23	43	6	72	76	-4
Wilson	25500	4.9	42	79	5	126	135	-9
<b>Total</b>	<b>1561032</b>	<b>4.4</b>	<b>2154</b>	<b>4176</b>	<b>512</b>	<b>6842</b>	<b>7019</b>	<b>-177</b>

Population estimates used in rate per 1,000 calculation taken from U.S. Census Bureau, Census 2000.

**Table 2: Number & Percentage of Children Remaining in Custody by County  
FY 2000-2001**

County	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Anderson	39	31%	77	61%	11	9%	127
Bedford	37	31%	72	61%	9	8%	118
Benton	4	17%	18	78%	1	4%	23
Bledsoe	12	60%	8	40%	0	0%	20
Blount	60	40%	61	40%	30	20%	151
Bradley	26	17%	124	82%	2	1%	152
Campbell	8	11%	59	80%	7	9%	74
Cannon	4	8%	38	73%	10	19%	52
Carroll	8	35%	14	61%	1	4%	23
Carter	23	40%	34	59%	1	2%	58
Cheatham	22	32%	46	67%	1	1%	69
Chester	0	0%	12	100%	0	0%	12
Claiborne	11	15%	58	82%	2	3%	71
Clay	0	0%	15	100%	0	0%	15
Cocke	32	30%	65	62%	8	8%	105
Coffee	17	19%	66	74%	6	7%	89
Crockett	5	45%	6	55%	0	0%	11
Cumberland	17	27%	43	67%	4	6%	64
Davidson	355	32%	734	65%	36	3%	1125
Decatur	1	10%	9	90%	0	0%	10
DeKalb	6	29%	14	67%	1	5%	21
Dickson	42	43%	48	49%	8	8%	98
Dyer	19	32%	34	58%	6	10%	59
Fayette	14	25%	24	42%	19	33%	57
Fentress	3	23%	8	62%	2	15%	13
Franklin	13	12%	89	80%	9	8%	111
Gibson	25	40%	31	50%	6	10%	62
Giles	21	25%	52	63%	10	12%	83
Grainger	12	29%	24	57%	6	14%	42
Greene	32	21%	90	59%	31	20%	153
Grundy	8	17%	37	80%	1	2%	46
Hamblen	44	31%	83	58%	17	12%	144
Hamilton	110	17%	536	81%	19	3%	665
Hancock	3	10%	27	87%	1	3%	31
Hardeman	22	43%	27	53%	2	4%	51
Hardin	6	14%	36	84%	1	2%	43
Hawkins	31	29%	49	45%	28	26%	108
Haywood	16	25%	45	71%	2	3%	63
Henderson	11	24%	29	63%	6	13%	46
Henry	14	24%	45	76%	0	0%	59
Hickman	6	33%	10	56%	2	11%	18
Houston	5	50%	4	40%	1	10%	10
Humphreys	0	0%	10	50%	10	50%	20
Jackson	1	5%	20	95%	0	0%	21
Jefferson	20	27%	50	68%	3	4%	73
Johnson	10	32%	16	52%	5	16%	31
Knox	106	18%	484	81%	8	1%	598
Lake	0	0%	6	86%	1	14%	7
Lauderdale	26	21%	89	72%	9	7%	124

Table 2 (continued)

County	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Lawrence	4	8%	28	58%	16	33%	48
Lewis	3	30%	7	70%	0	0%	10
Lincoln	18	29%	39	63%	5	8%	62
Loudon	12	25%	34	71%	2	4%	48
Macon	13	28%	27	57%	7	15%	47
Madison	62	24%	170	65%	29	11%	261
Marion	8	13%	52	81%	4	6%	64
Marshall	22	34%	31	48%	11	17%	64
Maury	35	34%	48	47%	20	19%	103
McMinn	15	13%	87	73%	17	14%	119
McNairy	9	25%	24	67%	3	8%	36
Meigs	3	21%	9	64%	2	14%	14
Monroe	19	18%	85	79%	4	4%	108
Montgomery	76	27%	167	60%	34	12%	277
Moore	0	0%	2	100%	0	0%	2
Morgan	0	0%	18	100%	0	0%	18
Obion	19	61%	10	32%	2	6%	31
Overton	4	15%	22	81%	1	4%	27
Perry	0	0%	9	69%	4	31%	13
Pickett	0	0%	2	100%	0	0%	2
Polk	2	22%	5	56%	2	22%	9
Putnam	37	27%	96	70%	4	3%	137
Rhea	12	36%	15	45%	6	18%	33
Roane	30	36%	51	61%	3	4%	84
Robertson	56	44%	61	48%	11	9%	128
Rutherford	29	34%	47	55%	10	12%	86
Scott	7	14%	42	84%	1	2%	50
Sequatchie	5	21%	16	67%	3	13%	24
Sevier	43	35%	71	57%	10	8%	124
Shelby	104	6%	1574	93%	9	1%	1687
Smith	3	7%	36	88%	2	5%	41
Stewart	1	25%	3	75%	0	0%	4
Sullivan	92	28%	210	65%	21	7%	323
Sumner	47	24%	126	63%	27	14%	200
Tipton	28	24%	86	74%	3	3%	117
Trousdale	4	1%	417	98%	5	1%	426
Unicoi	10	30%	20	61%	3	9%	33
Union	0	0%	23	100%	0	0%	23
Van Buren	1	4%	24	96%	0	0%	25
Warren	17	19%	70	80%	1	1%	88
Washington	54	24%	151	68%	17	8%	222
Wayne	10	33%	18	60%	2	7%	30
Weakley	10	20%	38	78%	1	2%	49
White	18	31%	38	66%	2	3%	58
Williamson	25	34%	43	59%	5	7%	73
Wilson	38	34%	67	60%	6	5%	111
Total	2312	21%	7795	72%	658	6%	10765

As of the extract date, 4 records, or .04%, did not have county of assignment data recorded.

**Table 3: Children in Custody by Region and Gender on June 30, 2001**

Region	Gender		Total
	Male	Female	
Davidson	719	406	1125
East Tennessee	715	524	1239
Hamilton	367	298	665
Knox	343	254	597
Mid Cumberland	838	661	1499
Northeast	512	446	958
Northwest	185	139	324
Shelby	884	803	1687
South Central	383	256	639
Southeast	341	251	592
Southwest	476	343	819
Upper Cumberland	350	261	611
<b>Total</b>	<b>6113</b>	<b>4642</b>	<b>10755</b>
<b>Total Percent</b>	<b>56.8%</b>	<b>43.1%</b>	<b>99.9%</b>

As of the extract date, 14 records, or .01%, did not have demographic or region of assignment data recorded.



**Table 4: Children in Custody by Region and Age on June 30, 2001**

Region	Age Group					Total
	0 - 1	2 - 4	5 - 12	13 - 18	19 +	
Davidson	70	102	230	709	14	1125
East Tennessee	49	82	329	772	10	1242
Hamilton	39	78	189	356	3	665
Knox	40	65	165	321	7	598
Mid Cumberland	71	150	418	854	10	1503
Northeast	43	85	250	570	11	959
Northwest	23	29	62	205	5	324
Shelby	118	236	637	674	22	1687
South Central	34	69	155	379	3	640
Southeast	48	57	174	309	4	592
Southwest	38	78	241	457	6	820
Upper Cumberland	39	75	187	301	9	611
<b>Total</b>	<b>612</b>	<b>1106</b>	<b>3037</b>	<b>5907</b>	<b>104</b>	<b>10766</b>
<b>Total Percent</b>	<b>5.7%</b>	<b>10.3%</b>	<b>28.2%</b>	<b>54.9%</b>	<b>1.0%</b>	<b>99.97%</b>

As of the extract date, 3 records, or .03%, did not have region of assignment data recorded.



**Table 5: Children in Custody by Region and Race/Ethnicity on June 30, 2001**

Region	White Non-Hispanic	Black/African American Non-Hispanic	Multiple Race Non-Hispanic	Hispanic	Asian	American Indian/Alaska Native	Unable To Determine	Total
Davidson	356	695	41	22	7	1	3	1125
East Tennessee	1103	65	26	37	1	0	7	1239
Hamilton	206	430	14	7	1	0	7	665
Knox	335	230	21	8	2	0	1	597
Mid Cumberland	950	445	43	33	10	5	13	1499
Northeast	836	73	21	20	3	2	2	957
Northwest	230	87	4	1	0	1	1	324
Shelby	199	1455	4	8	8	1	12	1687
South Central	486	123	5	14	0	2	9	639
Southeast	514	46	9	15	1	1	6	592
Southwest	391	411	5	8	0	0	4	819
Upper Cumberland	550	23	8	21	2	3	4	611
<b>Total</b>	<b>6156</b>	<b>4083</b>	<b>201</b>	<b>194</b>	<b>35</b>	<b>16</b>	<b>69</b>	<b>10754</b>
<b>Total Percent</b>	<b>57.2%</b>	<b>37.9%</b>	<b>1.9%</b>	<b>1.8%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>0.6%</b>	<b>99.9%</b>

As of the extract date, 15 records, or .01%, did not have demographic or region data recorded.

**Table 6: Children in Custody by Age, Gender, and Race on June 30, 2001**

	0 - 1		2 - 4		5 - 12		13 - 18		19 +		
<b>Race / Ethnicity</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
White Non-Hispanic	162	156	291	254	844	817	2118	1454	33	28	6157
Black/African American Non-Hispanic	114	102	267	210	663	547	1343	801	21	17	4085
Multi-Race Non-Hispanic	13	22	22	21	36	35	24	26	1	1	201
Hispanic	13	5	17	14	27	38	44	34	0	2	194
Asian	1	1	1	1	5	3	11	12	0	0	35
American Indian/Alaska Native	0	2	0	1	2	2	5	4	0	0	16
Unable to Determine	5	5	5	2	10	8	16	17	0	1	69
<b>Total</b>	<b>308</b>	<b>293</b>	<b>603</b>	<b>503</b>	<b>1587</b>	<b>1450</b>	<b>3561</b>	<b>2348</b>	<b>55</b>	<b>49</b>	<b>10757</b>

As of the extract date, 12 records, or .01%, did not have demographic data recorded.

**Table 7: Children in Custody by Placement Settings on June 30, 2001**

Placement Type	Number of Children	Percent
Alcohol & Drug Program	61	0.6%
Diagnostic, Evaluation, and Assessment	187	1.7%
Detention	141	1.3%
Emergency/Temporary Shelter	117	1.1%
Foster Family Home	5420	50.3%
Group Home	611	5.7%
In-Home	590	5.5%
Mental Health / Medical Treatment	127	1.2%
Residential Treatment*	1336	12.4%
Runaway	580	5.4%
Tennessee Preparatory School	229	2.1%
Supervised Independent Living	58	0.5%
Trial Home Visit	736	6.8%
Youth Development Center	556	5.2%
<b>Total</b>	<b>10749</b>	<b>99.8%</b>

\*Residential Treatment includes Levels of Care II, III, and IV.  
As of the extract date, 20 records, or .02%, did not have placement data recorded.



**Table 8: Discharge Reasons for Children Exiting Custody FY00-01**

Discharge Reason	Number of Children	Percent
Reunification with Parents or Primary Caretakers	4211	60.0%
Living with Other Relatives	993	14.1%
Adoption	564	8.0%
Emancipation	816	11.6%
Guardianship	15	0.2%
Transfer to Another Agency	83	1.2%
Runaway	70	1.0%
Death of Child	21	0.3%
Not Applicable *	246	3.5%
<b>Total</b>	<b>7019</b>	<b>100.0%</b>

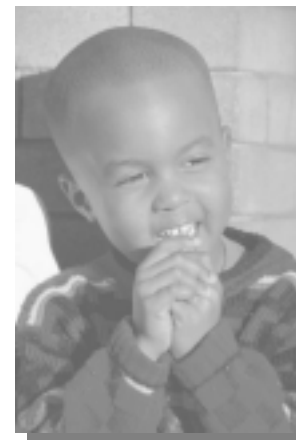
As of the extract date, these records did not have discharge data recorded.



**Table 9: Direct Service Staff Vacancies on June 30, 2001**

Region	Number of Positions	Number of Vacancies
Davidson	104	0
East	157	5
Hamilton	77	2
Knox	75	2
Mid Cumberland	176	6
Northeast	105	1
Northwest	45	0
Shelby	187	8
South Central	100	2
Southeast	62	2
Southwest	92	3
Upper Cumberland	83	2
<b>Total</b>	<b>1408</b>	<b>33</b>

Direct Service Staff are those positions that have case management responsibilities.  
Source: Personnel Department records



**Table 10: Average Annual Salary for Case Managers FY00-01**

Position	Average Annual Salary
Case Manager 1	\$21,957.10
Case Manager 2	\$25,700.55
Case Manager 3	\$28,983.00
Probation Parole Officer 3	\$30,314.40

Source: Personnel Department records

# Strategic Plan Summary 2001-2003

## SAFETY

**Goal:** Work with communities to provide prevention and intervention services to protect children, strengthen families and supervise youthful offenders

Objectives:

- Increase the capacity to receive and respond to allegations of child abuse and neglect and to provide services to prevent the recurrence of child abuse and neglect
- Reduce the number of unruly youth unnecessarily placed in state custody
- Decrease youth violence, alcohol/drug use, HIV/AIDS, adolescent pregnancies, and youth access to tobacco
- Provide services to delinquent youth with adequate security to maintain community safety

## PERMANENCY

**Goal:** Provide appropriate care for children and youth in state custody close to home and return them to their families or provide for permanency of care in a timely manner

Objectives:

- Complete initial assessments of children and youth placed into state custody in a timely manner
- Place children and youth in appropriate placements in a timely manner and close to home

- Expand and improve the available DCS foster homes
- Shorten the time that children and youth remain in foster care before either reunifying with their families or reaching other permanency
- Increase the adoption rate of children in state guardianship
- Improve the percentage of children and youth who leave state custody and do not return to state custody
- Implement a comprehensive independent living plan for eligible youth in state custody, guardianship or voluntary care and for those who "age out" of care on their 18<sup>th</sup> birthday

## CHILD AND FAMILY WELL-BEING

**Goal:** Increase community involvement, local decision-making and accountability for funding and services

Objectives:

- Enhance health services to children and youth in state custody.
- Improve the academic progress of all children and youth in custody
- Create and maintain partnerships with community agencies and organizations to coordinate community-based services for prevention, diversion and intervention
- Establish and monitor outcome-based contracts for community-based prevention, intervention and diversion services

- Establish accountability for funds and services in contracts

## SUPPORTING CLIENT OUTCOMES

**Goal:** Create an effective management and delivery system to ensure services are provided in a timely and cost-effective manner

Objectives:

- Develop and retain a highly skilled workforce
- Improve departmental processes through the use of technology and innovation
- Improve the financial management internal controls
- Maximize existing revenue due and available to the state
- Ensure the continuity of departmental services
- Actively engage in the strategic planning process



**Adjudication:** The outcome of the court's process to determine the validity of allegations made in a petition or complaint. The process consists of the presentation of witnesses and evidence by oral testimony or written statements, and arguments by counsel or the parties. The court decides the case based on the proof presented by the parties and their arguments. For example, the court determines whether or not a child is dependent and neglected and then makes a disposition of the child either immediately or at a later date.

**Adjudication of Delinquency:** A juvenile court has found beyond a reasonable doubt that a child has committed a delinquent act. TCC 37-5-103

**Adoption Assistance:** The federal or state programs available to adoptive parent(s) adopting special needs children to enable them to meet the child's maintenance, medical, psychological, or other needs.

**Assessment:** The ongoing process that is the foundation for all case management decisions made for families and children relative to the intensity of their level of care services and type of placement, if out of home placement is warranted. An assessment is completed initially on every appropriate case type and then is updated accordingly at all relevant decision making points initially and throughout the life of the case.

**Block Grant:** A system of disbursing funds to meet health, education and social welfare needs while permitting the recipient organization(s) to determine how best to distribute the money.

**Board Payments:** Board payments financially support children in DCS custody or receiving services voluntarily past 18 years of age. There are 3 types of board payments: standard, special

circumstances, and negotiated rates. Private agencies may have their own board rate structures designed to meet the needs of children they serve. Board payments are made to the foster parents caring for children.

**Case File Review:** A paper review of an indicated perpetrator's case file by DCS Commissioner (or designee) without the legal representation of either the department or the perpetrator.

**Child Advocacy Centers:** Agencies or organizations that champion the rights of children to be free from abuse or exploitation, and to have opportunities to develop toward their full potential.

**Child Protective Investigation Team (CPIT):** a legally mandated (TCA 37-1-607), multi-disciplinary team that conducts an investigation of alleged sexual abuse or other severe child abuse. A CPIT includes one DCS case manager, one representative from the District Attorney's office, one juvenile court officer or investigator from a court of competent jurisdiction, one properly trained law enforcement officer with county-wide jurisdiction from the county where the child resides or where the abuse/neglect occurred, the Child Advocacy Center director/designee, and one representative from the mental health profession (optional). The CPIT may conduct investigations on other severe abuse cases if the local written protocols provide for this.

**Civil Service Register:** The document or record containing the names of the highest ranking available eligibles for a class of positions for consideration by an appointing authority in filling a vacancy.

**Commitments:** The legal placement of a child/youth in the care and custody of the Tennessee Department of Children's Services.

**Concurrent Planning:** In child welfare services the casework approach that focuses on timely, appropriate implementation for achieving permanence for children, whether it is reunification, relative placement, or termination or parental rights.

**Contract Providers:** individuals and organizations which have entered into a legal agreement to perform services for the department.

**Custody:** The control of actual physical care of the child and includes the rights and responsibility to provide for the physical, mental and morale well-being of the child TCA 37-1-102 (b) (8).

**Delinquent Act:** An act designated a crime under the law, including local ordinances and federal law, excluding traffic offenses other than failure to stop when involved in an accident, driving under the influence, vehicular homicide, or any other traffic offenses classified as a felony. TCA 37-1-102

**Disposition:** Actions such as transfer, disposal, microfilming, etc., taken regarding records no longer needed in current office area.

**Early Periodic Screening, Diagnosis & Treatment (EPSDT):** The preventive health care services provided under TennCare (Tennessee's Managed Care Medicaid program) to children under the age of 21. This benefit is to insure that children have a comprehensive health program. It is a required service under Federal Medicaid law, as well as TennCare.

**Entitlement Grant:** A transfer of funds from one organization or individual to a group of people who belong to a specified class.

**Flexible Funding:** Monetary resources made available for the purpose of acquiring additional

services or goods that can be used to prevent the need for state custody or to return a child home who is in state custody.

**Funding Drawdowns:** The process of reducing or expending funds from a particular source to be used in carrying out an organization's program.

**Guardianship:** The legal status of a child when all parental rights to the child have been terminated by surrender, court order, clearing the Putative Father Registry and DCS has guardianship of the child with the right to consent to the child's adoption.

**Individual Education Plan (IEP):** A written record of the decisions reached by members of an M-Team stating specific educational and a related services designed to meet the individual needs, interests, and abilities of each youth determined to be disabled.

**Individual Program Plan (IPP):** Is the method used by DCS to document the needs of its youth and the provision of meeting those needs with treatment modalities. The IPP process is the basis for determining progress toward desired goals and eventual discharge.

**In-Home Services:** The process of providing services to a child and his/her family within their home or place of residence, rather than in an outside service setting.

**Legal Risk Placements:** Legal risk placements identify those placements of children with a family who has made a permanent commitment to the child should the child become free for adoption. This population of children includes those who, at the onset of entering state custody, meet criteria for whom reasonable efforts to birth parents are not required and/or those

children who may be at legal risk of termination of parental rights. Legal risk placements are made through the adoptive placement selection committee process. Information about the child available to the department at the time of placement is shared with the family, and their commitment to permanence for the child is obtained prior to the placement of the child in the home.

**Openness in Adoption:** Openness in adoption is a plan in which identifying or non-identifying information is openly shared between birth and adoptive parents. A continuum of openness ranges from the exchange of non-identifying information to on-going contact between the families after finalization of the adoption.

**Permanency Planning:** The process of intervention and decisive case work on the part of the case manager. Such intervention focuses on choosing the least restrictive permanent outcome for the child, i.e., return to parent, relative placement, adoption, independent living or permanent foster care, in a timely manner.

**Residential Child-Caring Agency:** Any institution, agency or facility which provides full-time care for 13 or more children less than 17 years of age outside their own homes in facilities owned or operated by the organization.

**REACT (Resource Exchange for Adoptable Children in Tennessee):** The state exchange for registering approved adoptive parent(s) in partial or full guardianship.

**Respite Care:** Refers to the periodic temporary care of the child away from his/her usual caregiver for a short period of time, usually a few days to a week. Respite care allows the caregiver time away from the daily responsibilities of caregiving due to crisis situations that arise in the home and/or the stress of caring for a child

with severe physical, emotional or behavioral problems.

**Targeted Case Management:** The process of focusing on a particular aspect or aspects of a case in order to bring about specific change(s).

**TennCare:** A managed healthcare program for Tennesseans who are either eligible for Medicaid, or are uninsured or uninsurable.

**Web Portal:** The window used by citizens or businesses for electronically interfacing with governments for services or information.



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